

MARCH 21, 1925

TWENTY CENTS

Sales Management

For Sales and Advertising Executives



Five Billions Are Spent Annually in America's Building Program — Page 462

A Survey of Merchandising Trends in the Radio Field

Four Contests That Succeeded Without Cash Prizes

Is Turnover in the Sales Force Really a
Blessing in Disguise?

A Dartnell



Publication

MORE THAN 600,000 COPIES FOR APRIL



April Lineage Forty Percent Greater Than Last Year

A

PRIL advertising lineage in Better Homes & Gardens shows a 42% gain over April last year.

And this remarkable advertising lineage growth has been a steady one—the result of an ever-increasing appreciation of the value of a magazine 100% devoted to better homes and gardens for folks in city, town, and suburb.

With a net paid circulation of 585,000,

and rapidly growing, Better Homes & Gardens affords an unparalleled market opportunity for the thousand and one things needed in and for the homes and gardens of its vast family of enthusiastic readers.

Ask our nearest office to tell you the complete story of reader reception and buying power, and about advertiser experiences and opinions—it's highly interesting and convincing.

Better Homes and Gardens

For home folks in City, Town and Suburb

E. T. MEREDITH, PUBLISHER

Des Moines, Iowa

CHICAGO
123 W. Madison St.
J. C. Billingslea

NEW YORK
270 Madison Ave.
A. H. Billingslea

KANSAS CITY
707 Land Bank Bldg.
O. G. Davies

ST. LOUIS
1411 Syndicate Trust Bldg.
A. D. McKinney

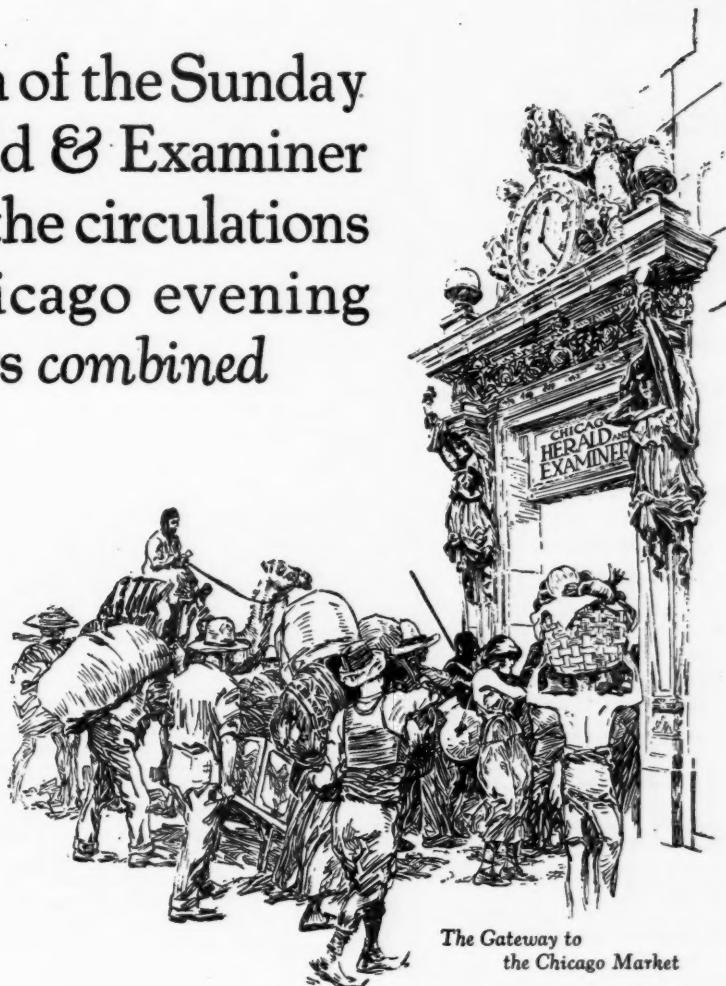
MINNEAPOLIS
617 Palace Bldg.
R. R. Ring

SAN FRANCISCO
55 New Montgomery St.
C. W. Wright

The Gateway to the Chicago Market

The circulation of the Sunday Chicago Herald & Examiner is greater than the circulations of all the Chicago evening newspapers combined

Manufacturers and agencies are invited to write for detailed information for securing jobber and dealer distribution in this Great Market.



The Gateway to
the Chicago Market

"More Than a Million for More Than a Year"

CHICAGO
HERALD & EXAMINER

NEW YORK: 1819 Broadway

SAN FRANCISCO: Monadnock Bldg.



Our Sales Manager

Is anxious to write a personal letter to other sales managers—giving specific information regarding present activity in

Three Live Markets

And the outlook in these markets for business in 1925.

We'll talk facts—we'll tell you what we know—and why we make certain deductions.

There will be no obligation on your part for asking for this information. And no matter what your own line is, we are sure you'll profit by the contact your request will establish.

Please mention SALES MANAGEMENT.

BUILDING SUPPLY NEWS

Read weekly by 5,000 dealers whose influence controls the sale of ninety per cent of all building supplies—and who use motor trucks and other material-handling equipment.

BRICK and CLAY RECORD

Clay products manufacturing plants buy labor-saving machinery and equipment of every conceivable kind. A prosperous industry spending millions annually.

CERAMIC INDUSTRY

The only paper covering the manufacture of glass, pottery, enamels and allied products, with national distribution. A virgin field rapidly expanding.

Send for a recent issue of any of these publications and let us help you to investigate these markets

INDUSTRIAL PUBLICATIONS, Inc.
409 S. Dearborn St. CHICAGO

This Issue at a Glance

AGENCY RELATIONS

"Pennypacker Picks an Agency," is the title of a skit by A. J. Bruhn, in which the tragic end is only too typical of the destiny met by the cook-two-minutes-and-serve type of advertising plan and campaign. Page 449.

DISTRICT MAIL

How the DeLaval Separator Company is securing dealer cooperation on a 50-50 basis in distributing calendars that form a definite link in the advertising plan of the company, is told by S. Roland Hall in the "Better Sales Literature" section. Various mailing pieces, booklets, folders, letters, envelopes, and other printed selling ideas are discussed in detail. Page 471.

GOVERNMENT ACTIVITIES

Congress has at last provided the legal machinery for the enforcement of decisions in cases of commercial arbitration. As in the past, the new law does not compel any seller or buyer to accept arbitration to compose differences of opinion, but merely provides that after such agreements are made, each party is protected from default of the other party to live up to the contract made. Page 453.

HIRING SALESMEN

If a sales manager continually faces the necessity for boosting the salaries of his star salesmen in order to keep them, does he finally reach a point of diminishing returns where it is cheaper to hire and train a new man and fire the old one? A Cleveland sales manager has almost come to the conclusion that turnover in the sales force isn't the great curse it is alleged to be. He sets forth some arguments in favor of his belief on page 441.

MARKETS

The architect and the owner are usually the key men to tackle in breaking in on the building field, according to the reports of Albert Pick & Company, White Door Bed Company, and other firms who have had years of experience in selling to this big industrial field. Various experiences of these companies are recounted in an article by a member of the Dartnell staff, in which the possibilities of the building industry market are reviewed. Page 462.

The rapid growth of the radio field has brought about an unprecedented condition which has led to many unhealthy merchandising practices. Roy W. Johnson, eastern editor of SALES MANAGEMENT, points out some of the practices which are sure to bring trouble if not remedied. Page 433.

Sears, Roebuck & Company opened last month in Chicago the first of a chain of retail stores, the operation of which is expected to build greater volume in their mail order sales, and additional good-will for the company. All the merchandise listed in their catalog was displayed at catalog prices at the opening of the Chicago store, with some little indication that a better class of goods will be featured for retail trade. Page 454.

OPERATING SALESMEN

The Fyr-Fyter Company found that the salesmen who used automobiles in their sales work sold only half as much as the men who worked on foot, and they justifiably raise the query, "Does an automobile really pay?" A recent investigation by the St. Louis Sales Managers' Bureau shows that the advantages of motor travel may quickly be nullified if the salesmen continually pass up good prospects. Turn to page 459.

SALES CONTESTS

The National Surety Company has exploded the theory that the success of a sales contest depends on the cash or other valuable prizes offered. This company has conducted four unusually successful contests in which the only rewards offered to the winners were different forms of recognition. Instead of lapsing into a race between two or three high men, these contests have kept the entire force interested. Details of the plan are given by W. L. Barnhart in an article called "Pride Versus Prizes." Page 443.

SALES LETTERS

About this time of year the mails are flooded with sales letters directed toward prospects for spring models of automobiles. Just how flat and cold most of these letters leave their readers is illustrated by Alexander Slavitt in an article, "Letters That Bloom in the Spring!" The writer tells how one letter was finally rewritten incorporating the vivid, natural language of a salesman who was talking in straightforward, enthusiastic terms about the car he had to sell. Page 439.

SALES TACTICS

When a trained sales manager stepped in to help Minnesota farmers market their eggs and poultry, selling costs dropped to 1.76 per cent of total net sales and the participants in the cooperative marketing scheme began to receive a reasonable price for their products. "What a Sales Manager Did for 12,000 Minnesota Farmers" is the title of an article which tells of the marketing activities of the Minnesota Cooperative Poultry and Egg Exchange, as illustrative of the urgent need for more sales managers in the farm products field. Page 445.

When Saunders Norvell and Herbert Robbins bought out McKesson & Robbins, many business men said, "Norvell—why, he's a hardware man! What's he doing with a drug company?" Norvell tells, in a short interview, of his success in selling pharmaceuticals by applying the same tactics he used in selling hammers and knives and kitchen utensils. Page 468.

The hand-shaking, gesticulating, flag-waving, hot air peddler who goes to foreign markets calling himself a messenger of sweetness and good-will from the American business world, only plants disfavor for himself and his line and gives our foreign cousins one more reason to throw up their hands and cry, "These Americans!" This kind of selling tactics simply won't go in other lands, says Royal Brown, under the caption of "The Stars and Stripes Forever is a Nice March but a Rotten Sales Talk." Page 436.

VOGUE, VANITY FAIR, HOUSE & GARDEN have not been drawn together into an advertising "group" in a haphazard fashion.

Years ago, Mr. Nast conceived the idea of some day publishing a set of magazines to satisfy the various buying habits of the well-to-do families of America.

First, he raised Vogue to the pinnacle of the foremost style of authority in the world.

Then he built Vanity Fair into an unique guide for smart women and men who recognize the social and business value of being interesting; there is no other book like it.

Finally, he launched House & Garden as a practical guide to charming homes, their furnishings and gardens.

These three books—Vogue for the smart thing to wear; Vanity Fair for the smart thing to do; House & Garden for the smart way to build and furnish—together answer the spending problems of the class market.

VOGUE
VANITY FAIR
HOUSE & GARDEN

THE CONDÉ NAST GROUP



~ a recognized testing laboratory

IN industry, a testing laboratory such as the U. S. Bureau of Standards determines the worth of a tool or materials.

In the business paper field, the recognized testing laboratory is the Associated Business Papers, Inc. The qualifications are exacting and severe. An A. B. C. audit is only one of the requirements for membership in this Association.

Of as much, if not more, importance are high editorial principles, fair competition, clean advertising, the maintenance of fair rates, honest methods for obtaining circulation and a general publishing policy which seeks first of all, the highest degree of service to the field. All of this and more is covered in the A. B. P. Standards of Practice. And to remain in the association these standards must be ever maintained by a publication.

In industrial advertising, as in industry itself, good tools, or equipment, are essential. An advertiser's power of expression is limited by his means of expression.

A. B. P. papers are "tested" tools for you—they will carry your message directly to the buyer, a message strengthened by the influence of the medium.

The A. B. P. provides a standardized basis for the intelligent selection of business papers that are necessary to trade and industry, and indispensable to advertisers.

No longer need an advertiser, or his agent, guess which business papers should have the preference.

A. B. P. papers may be chosen with the same confidence with which you buy standard, trade marked merchandise. Chosen not alone because they deserve it, but because *it PAYS*.

THE ASSOCIATED BUSINESS PAPERS, INC.

*Over 120 papers reaching 54
fields of trade and industry*

Headquarters: 220 West 42nd Street, New York, N. Y.

A. B. P.

"Member of The Associated Business Papers, Inc.," means proven circulations, PLUS the highest standards in all other departments.

EXECUTIVES *and* SALES MANAGERS

Do You Actually Know

How much capital you have needlessly invested in surplus stock?

What lines of products are moving slowly?

How often each line is turned over?

Which products yield the largest returns?

What the sales potentialities of each territory are?

What your sales and profits are by branches?

What your gross and net profits are by salesmen, after deducting returns?

ELECTRIC Tabulating and Accounting Machines applied to your work give the correct answers. All the figure-facts of your sales transactions, down to the minutest details, are always ready for instant analysis. These electric machines eliminate that costly phrase, "Too late now," by giving you what you want *when* you want it.

*Write for literature regarding the application
of Electric Tabulating and Accounting Ma-
chines (Hollerith Patents) to sales analyses*

INTERNATIONAL BUSINESS MACHINES CORPORATION
The Tabulating Machine Company Division
50 BROAD STREET, NEW YORK, N. Y.

Offices in all the largest cities of the world
Members of the National Association of Office Appliance Manufacturers

1056 radio dealers, jobbers and manufacturers say . . .

"The January copy of *Radio Retailing* has been received and I want to congratulate you on the excellence of its material. It is the only radio publication I have seen that I would recommend to radio dealers."

GLOBE ELECTRIC COMPANY,
Milwaukee, Wis.

"I am exceptionally pleased with the first issue of *Radio Retailing*. My subscription follows." **THEO. S. BROWN,**
Albany, N. Y.

"*Radio Retailing* is so good that I am sending you my subscription today." **GEORGE D. GABRIEL,**

Owosso, Mich.

"I have just spent two hours reading your splendid issue of *Radio Retailing*—12 to 2 a. m. I expected when I started to spend about five minutes but I didn't know then what valuable information was contained between its covers."

F. D. PICKENS,
Janesville, Wis.

"We think *Radio Retailing* is one of the cleverest gotten up publications that we have ever seen and we are very anxious to put copies before our twenty-five salesmen, particularly to show them who is selling radio and how." **S. V. ALLTMONT,**

Brown-Camp Hardware
Company,
Des Moines, Iowa.

"Allow me to compliment the editorial department of *Radio Retailing* on their first issue. This is exactly what the radio industry has needed."

L. W. STAUNTON,
C. Brandes, Inc.,
New York City.

"*Radio Retailing* is a dandy. It should prove another winner for the McGraw-Hill Company. I hope that its helpful call will be constant through the years of its life so that we may profit by it." **FREDERIC P. VÖSE,**

National Electrical Credit
Association,
Chicago.

"Your first issue of *Radio Retailing* was a whale. Keep up the good work. Enclosed find our subscription."

JOHN K. COOPER,
United Electrical Shop,
White Plains, N. Y.

"We like *Radio Retailing* because it treats of the sales end of radio. The first issue was great."

THEO. J. MULLER & SONS,
Dixon, Ill.

"Congratulations. At last there is a real magazine for radio dealers. Without question *Radio Retailing* is by far the best in the field."

S. L. GOODWIN,
Portland, Ore.

"We are sending our check this morning for your valuable paper. It is the best that has come to our desk."

RADIO SERVICE COMPANY,
Stromsburg, Neb.

"The radio dealers have long needed such a magazine as *Radio Retailing*. It's the best yet."

RICHARD G. DEVANEY,
Sharpsburg, Pa.

"A truly great magazine greatly needed. I have been dealing with McGraw-Hill for years and when they do something it is the best in the field."

J. C. HALVEY,
Cooperstown, N. Y.

"Permit me to extend my hearty congratulations on your January issue of *Radio Retailing*, which to my way of thinking is a much needed contribution to radio. I read every page of it with a great deal of interest and shall look forward to forthcoming issues with anticipation."

G. W. WESTON,
Kansas City, Missouri.

"Keep up the good work. More power to you. My subscription to *Radio Retailing* follows."

S. M. METZ,
Pontiac Radio Sales,
Pontiac, Mich.

"Please accept our compliments on the first issue of *Radio Retailing*. Facts regarding retailing methods are certainly described pictorially, so that he who runs may read."

ERIC PALMER,
Freed-Eisemann Radio
Corp.,
Brooklyn, N. Y.

"I have just received the first copy of *Radio Retailing* and want to take this opportunity to congratulate the McGraw-Hill Company on this publication. It is most attractive and should be made to fill a very important position in the radio industry."

ADAMS MORGAN COMPANY,
Upper Montclair, N. J.

"The first issue of *Radio Retailing* is very good. The articles are some we have been waiting for."

ARNOLD F. WILLIAMS,
Fall River, Mass.

"Without a doubt *Radio Retailing* is the best radio paper for the radio dealer we have ever read."

**KEATING ELECTRIC
COMPANY,**
Toledo, Ohio.

"*Radio Retailing* is worth many times the subscription price. No radio dealer should be without it."

C. C. GERBER,
Atchison, Kan.

"The first issue of *Radio Retailing* is fine. Keep it going and we of the radio field will be much benefited."

W. HALL MOSS,
Dayton, Tenn.

"We like *Radio Retailing*. It is just what the dealer needs."

A. E. SOISSON,
Connellsville, Pa.

"*Radio Retailing* fills a want of radio dealers. I appreciate the first number very much. The articles are interesting and helpful."

B. FLOYD FLICKINGER,
Shepherdstown, W. Va.

Radio Retailing

Tenth Ave., at 36th St., New York

The McGraw-Hill Business Magazine of the Radio Industry

Subscription Rates: Single copies, 20 cents. Yearly subscriptions payable in advance, \$4.00 for twenty-six issues, anywhere in the United States or its possessions. In Canada, \$4.25 and \$4.50 in foreign countries. Six months' subscription, \$2.00, for thirteen issues. No two-year or clubbing rates.

Bound Volumes: There are thirteen issues to a SALES MANAGEMENT volume, beginning with the first issue of January, and the first issue of July. These volumes, bound in buckram, may be ordered for delivery at the conclusion of the volume. Price, \$5.00, postpaid.

Back Bound Volumes: Bound editions of Volume VI, containing the issues of July to December, 1924, and Volume V, containing the issues of October, 1923, to June, 1924, may be obtained from the office of publication, 1801 Leland Avenue, Chicago. Price, \$6.00, postpaid.

Renewals: Subscriptions to SALES MANAGEMENT are dropped promptly when they expire. Readers desiring to keep their files complete should renew their subscription upon finding expiration notice in their copy.

News Stand Copies: This magazine is not generally sold through news dealers. For the convenience of subscribers away from the office it is distributed on the newsstands of the principal hotels.

Closing Dates for Advertising: Published every other Saturday. In circulation preceding Thursday. Closing date for O. K. of proofs, twenty days before date of issue; final closing ten days before date of issue.

Published every other Saturday by

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Member Audit Bureau of Circulation
Associated Business Papers, Inc.

Sales Management

*Published Every-Other-Saturday for Those
Marketing Through National Sales Organizations*

VOLUME EIGHT Established 1918 by The Dartnell Corporation NUMBER SIX

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DESK EDITOR

Entered as Second Class Matter March 12, 1919, at Post Office, Chicago, Ill., under Act of 1879
Copyrighted 1925 by The Dartnell Corporation. Printed by The Dartnell Press

The Power Of Good Advertising Copy

Good copy is the heart of good advertising. It is never a secondary consideration with those who know. To us who recognize the responsibility of spending the funds of another, this job of making advertising pay is a serious one. Because we approach the task in this spirit is perhaps one reason for the success we are achieving for our clients. Good copy has been known to temporarily make an inferior article dominate its field—although no amount of good copy will build an enduring success for a poor article. On the other hand, mediocre copy is the graveyard of much meritorious merchandise.

Its Touch

Good copy awakens interest. It touches the pocket nerve that responds—in a way that means friendship and sales. Good copy does not necessarily mean "cute" catchy conversation or "beautiful" display. Flowery language has no place where sincerity is absolutely essential. "Clever" copy rarely shows up well on the cash register. Good copy means the multiplying of your money. For it costs just as much to use poor copy as it does the other kind. But the difference in results is tremendous.

Will It Pay?

In those three words is written the creed of our organization. Here we believe and practice the idea that advertising, regardless of its form, must sell merchandise or service at a profit or else lose its right to exist. This is a stern doctrine—but a profitable one for our clients.

No matter whether you are a new or an old advertiser—successful or unsuccessful—our unusual advertising service should interest you. A request for a conference in your office or ours entails no obligation on your part—implies no promise—suggests no disturbance in your present advertising arrangements. Set the appointment hour now.

Turner-Wagener Co.
Business-Building Advertising
400 N. Michigan Ave., Chicago



"There will never be too many people able to prepare printed sales messages that really make people stop, look, read, believe and buy"—J.H.T.



—Courtesy, The Pullman Company

KENNETH E. CLARKE has been appointed vice president and general manager of The United Electric Company, Canton, Ohio, makers of stationary and portable electric cleaners. Mr. Clarke was formerly general manager of Altorfer Bros., Peoria, Illinois, makers of electric appliances.

GEORGE E. DANIELS, vice president and general manager of the Locomobile Company of America, Inc., Bridgeport, Connecticut, announces the appointment of GAYLORD A. HOYT, as general sales manager of the company. For several years Mr. Hoyt was assistant general sales manager of the Franklin Automobile Company, Syracuse, New York.

A reorganization of the Commerce Motor Truck Company, Ypsilanti, Michigan, brings together again three prominent automobile men—E. W. BASSICK, E. S. EVANS, of Detroit, and W. R. BASSICK—who have taken over the controlling interest. W. R. Bassick is president; E. H. Graham, vice president; and E. S. EVANS, treasurer.

C. A. PULVER, who has been in charge of sales for one of the departments of the Puffer-Hubbard Company, Minneapolis, manufacturers of wheelbarrows, silos, etc., has been made general sales manager.

The David C. Thomas Company, Chicago advertising agency, will handle the advertising of the Pressed Steel Tank Company, Milwaukee, manufacturers of steel tanks, barrels, drums, and other steel plate construction.

The United Electric Company, Canton, Ohio, announces the appointment of W. C. WICKER to an executive sales capacity in their Tuec Stationary division, Mr. Wicker having formerly been associated with Altorfer Brothers, Peoria, Ill. H. G. PHISTER, at one time advertising and assistant sales manager for the company, and more recently an account executive in the Nelson Chesman & Company advertising agency, has been appointed to an executive capacity in the Ohio Portable division of the United Electric Company.

W. L. MCNERNEY, for eight years with the Goodrich and Diamond Rubber Tire companies, has been made merchandising manager of The Columbia Tire Corporation, makers of C-T-C tires.

GEORGE L. SAWYER has joined the David C. Thomas Company, Chicago, advertising agency, as vice president. Mr. Sawyer has had long engineering experience, having been New York manager of the Barber-Greene Company.

The Dave Bloch Company, Inc., advertising agents, has been merged with the Peck Advertising Agency, New York City.

H. L. PETERSON, formerly sales manager of Nordyke & Marmon Company, Indianapolis, is now general manager of the Marmon-Philadelphia Company. JOHN C. HENDRICKS, JR., succeeds Mr. Peterson at the Indianapolis office.

K. L. BARTON has been promoted from manager of the Kansas City branch of Foot-Schulze & Company, shoe manufacturers, to the position of vice president and sales manager of the entire organization, with headquarters at the home office in St. Paul.

The Star Rubber Company, Inc., Akron, Ohio, has arranged with The Maxton R. Davies Company, Cleveland, to act as its advertising counsel. Mr. Davies, president of the advertising agency, was formerly engaged in the distribution and sale of tires, as announced in a bulletin to Star distributors.

DAVID H. COLCORD, for two years with The Dartnell Corporation as editorial director of The Dartnell Sales Service and associate editor of SALES MANAGEMENT Magazine, has been made a principal of the Reincke-Ellis Company, Chicago advertising agency. His work at the Dartnell Corporation will be taken over by EDWIN H. SHANKS, who held that position for four years prior to Mr. Colcord.

B. B. CANNON, formerly director of sales for the Glidden Company, St. Louis, manufacturers of paints and varnishes, has resigned. Z. H. PECK succeeds Mr. Cannon in that capacity.

OSBORN M. CURTIS, JR., formerly sales manager for the Einson-Freeman Company, New York City, lithographers, has joined the advertising agency of William T. Mullally, Inc., New York City.



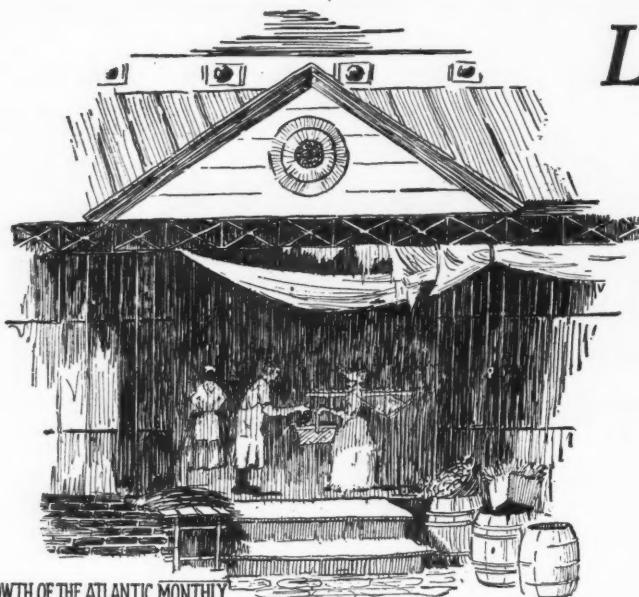
Women and Windows and Wanted Wares

Show-windows make goods accessible to the walking public. Through them, things new and old are put on view so the passer-by may see. They halt attention, remind people of needs, get prospects into the store, open the purse, ring the cash-register, often make permanent customers and bring them back for more of the same merchandise.

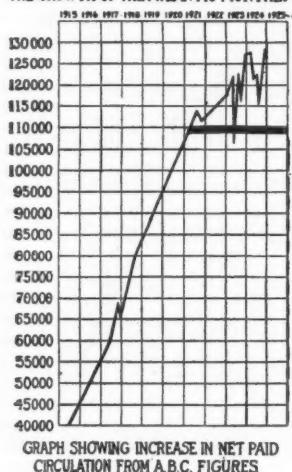
The national show-window is **Good Housekeeping**. It halts the women readers' eyes in more than a million homes. It gets those women into stores, establishes permanent business contacts and makes sales. With the guaranty of **Good Housekeeping**, your product sells fast, with little argument. Advertise it in **Good Housekeeping**, and its readers will go out of their way to get it. Show your goods in

GOOD HOUSEKEEPING

More Than a Million Readers
More Than a Million Buyers



THE GROWTH OF THE ATLANTIC MONTHLY



*Like the
Genial Creole
Tradesman of
Historic Louisiana*

*The
ATLANTIC
MONTHLY
too, gives*

“LAGNIAPPE” (LANYAP)

When the French housewife of the southern Louisiana coast country buys her day's supplies of the village grocer he often adds an extra item to her purchase, such as an orange or two, an artichoke or other delicacy, as a courtesy bonus, and this he calls “Lagniappe” — “a leetle bit more dan Madame buys — and wid my compliments.”

So, too, The Atlantic—for while its rate to the advertiser is based on a rebate-backed guarantee of a net paid circulation of 110,000, it actually gives “Lagniappe” in the form of an additional 20,000 at current A. B. C. figures.

Here, then, is a premium circulation which will appeal to the acumen of the advertiser and space-buyer, because of its actual value in volume and because it is

available in one of America's oldest and highly respected monthly magazines.

The Atlantic's consistent growth is the result of strict adherence to a constructive, sound editorial policy laid down by its famous founders sixty-eight years ago.

The management has never resorted to forcing an inflated circulation. Its increase is normal, healthy and constant.

Advertisers will bear in mind that in figuring The Atlantic's rate per page per thousand, the excess above 110,000 should not be reckoned. Rates, sample copies and full information will be sent promptly on request. Write now, while the idea is warm.

The ATLANTIC MONTHLY

8 Arlington Street

A Quality Group Magazine

Boston, Massachusetts

Sales Management

A Dartnell



Publication

Volume Eight

Chicago, March 21, 1925

Number Six

A Survey of Merchandising Trends in the Radio Field

The First of a Series of Reports Dealing With Some Present Revolutionary Jobbing Practices in the Principal Lines of Business

By Roy W. Johnson

Eastern Editor, "Sales Management" Magazine

THE manufacturer who wishes to reach the radio market today, whether as a producer of receiving sets, parts, or radio accessories, is confronted by a merchandising situation that is probably unparalleled anywhere. There is an enormous and apparently unceasing popular demand, but no definitely established channels through which it can be reached.

It is simple enough to look longingly at the \$55,000,000 gross sales of the Radio Corporation of America for 1924, or at the grand total of \$400,000,000 rolled up by the industry for the same period; but the practical question of how to proceed in building up a sound and permanent merchandising policy is a quite different matter.

It is even a practical impossibility today to give a definite answer to the simple question "Who is a logical radio distributor?" Radio supplies and equipment are being sold by probably the widest range of dealers that ever were concerned with an item of substantial importance, and are being jobbed by houses in half a dozen different lines.

The barber shop and the stationery store are competing with the electrical contractor and the music dealer for the attention of the consumer, while the automotive jobber, the hardware wholesaler and the electrical supply house are falling over one another in

a wild scramble for the dealer's business. In the midst of it all stands the ultimate consumer, who is rapidly learning that there is no such thing as an established price for radio merchandise, and is becoming convinced that he is an ass if he does not get the "dealer's discount" himself.

This article is a report of a Dartnell field investigation made at the request of several of our service subscribers, with the object of getting the opinions of representative radio distributors with regard to the distribution problem. The facts and conclusions presented are based on letters received from 272 distributors, located in all parts of the country, supported by information gained by interviews and correspondence with the leading manufacturers.

Objects of the Study

We would emphasize the fact, however that the subject is treated from the standpoint of the market rather than the production end of the business, and the views presented are those of the practical radio distributors, including most of the leading jobbers now handling radio in various lines of trade: hardware, electrical supplies, sporting goods, automotive products, musical instruments, and radio equipment exclusively.

The main objects of the investigation were two: first, to determine the attitude of the jobbing trade towards a policy of selective distribution as

a means for curing some of the worst features of the situation, and, second, to determine, if possible, the answer to the question, "What is a logical radio distributor?" The manufacturer who approaches the market today, or is interested in strengthening his position in the field, is obliged to consider that question rather carefully. It is fairly obvious that the present condition of confusion almost indescribable is not going to be permanent. A number of the jobbers referred to tell us that they have already discontinued their radio lines, or are about to do so. One substantial house writes succinctly: "We are heartily disgusted with the radio business, and are getting out of it as fast as we can. Let the barber shops sell it!"

It is reasonably clear that the manufacturer who is wise enough to base his distribution mainly upon those classes of distributors who are most likely to remain in the business will emerge from the coming debacle in a stronger position than the concern which, in a manner of speaking, backs the wrong horse. To put it bluntly, if it turns out that the musical instrument trade can give the most efficient service as radio distributors, the manufacturer whose main distribution is among sporting goods houses or electrical supply jobbers is likely to find himself at considerable of a disadvantage.



These two stores are typical of many new outlets which do not hesitate to cut prices. In the same block with these stores are four other dealers all handling radio sets and parts

Before going on, however, to a discussion of the specific questions, let's sketch a brief outline of the conditions as they are seen through the eyes of the jobber. An electrical supply house in Illinois, for example, writes as follows:

"Until the Radio Corporation of America decides who the radio dealer is to be, there is really no field for retail radio sales. The jobber must depend on the retailer, and the retailer must have the distribution of radio limited, so that he will have a field to work in.

"Just a little example. The radio dealers of this city (population 15,000) are the following:

- Drug stores
- Garages
- Battery stations
- Grocery stores
- Shoe repair shops
- Music stores
- Electrical shops
- Department stores
- Jewelry shops
- Furniture stores
- Auto Laundry

"Moreover, in the vicinity are to be found radio 'dealers' among the following curbstones: bank cashiers, schoolboys, doctors, railroad machinists; all buying equipment in single lots from genuine R. C. A. distributors.

"There is your answer. There is no confusion in the shoe market, the clothing market, and other lines where there is a recognized vendor. Did you ever try to buy Victrolas at wholesale? Content yourself with radio equipment at such prices—it is easier. We can all be wrong at times,

but it is our guess that the whole mess has been brought about by the appointment as distributors of such firms as handle a line of general merchandise selling to all types of stores, and certain small frys who were hardly able to keep their heads above water when the demand came to move more goods. Therein also lies the secret of the yeast-like growth of Gyp Stores. For what else can happen when 'distributors' (we laugh) sell their goods on a cost plus five per cent basis? Would you believe that one eastern distributor sold a well-known transformer that cost him \$2.50, two per cent ten days, at \$2.56 on a C. O. D. basis?

Says Industry is Hysterical

"It is a long, long story, but an interesting one for the man who has watched it from its infancy—the former shortage of tubes, when New York dealers were paying list and tubes could be bought at the same time in the Middle West at 37½ per cent off; the slash on a popular brand of radio equipment from \$132.50 to about \$55, with a wholesale price of \$29; the advances made by certain men to release in a job lot the remaining stock of a \$60 set to be sold at \$5.75; exporters who received an additional ten per cent concession, loaded the goods aboard ship and took them off again at night, to be sold at prices equal to the net distributors' price, etc., etc. There is a hard road ahead; a long, hard road."

It may easily be assumed that the Illinois jobber is overstating the case. His statements are corroborated,

however, by dozens of jobbers in other parts of the country. Here, for example, is the report of an exclusive radio jobber in Montana, serving a territory that is sparsely populated, and contains very few cities. His remarks are less rhetorical, but none the less significant:

"As regards legitimate jobbers and dealers, our territory is very much oversold at the present time. As an instance, we might state that the Radio Corporation of America has three jobber-distributors in this state—yet the state supports only one exclusive radio retailer. Atwater-Kent have five jobber outlets, Crosley has five, Fada has two, and so on down the list. This has created a situation where all these various jobbers have sold everybody they can induce to take one or more sets. And this condition is further aggravated by out-of-state jobbers reaching in for trade in the same lines, through salesmen and direct by mail."

Such letters might be quoted at great length, from jobbers in all sections with the possible exception of the Pacific coast, where we get reports that conditions are rather better—not by any means ideal, but better by comparison.

As a natural result of the condition above described, jobbers are reporting that they have the greatest difficulty in getting any co-operation from manufacturers in the matter of cataloguing the line, or even in connection with inquiries for prices and terms. Answers to the manufacturer's advertising go unnoticed for months, and are frequently

An Analysis of the Results of Questionnaires Sent to Radio Jobbers

TABLE NUMBER 1

	★ Question No. 1		Question No. 3		Question No. 4a		Question No. 4b	
	Yes	No	Yes	No	Yes	No	Yes	No
New England States	11	1	9	1	9	3	11	1
Middle Atlantic	31	6	30	4	27	8	29	2
Southern States	9	..	7	..	7	2	8	..
North Central	55	9	55	7	53	12	57	6
South Central	6	1	6	..	8	..	6	..
North Western	37	2	28	3	33	2	27	5
South Western	13	..	12	..	11	..	11	1
Rocky Mountain	12	..	12	..	11	1	10	1
Pacific	21	1	19	2	17	2	17	1
Canada	1	1	2	..	2	..	2	..
Totals	196	21	180	17	178	30	178	18

TABLE NUMBER 2

Line of Business	Question No. 1		Question No. 3		Question No. 4a		Question No. 4b	
	Yes	No	Yes	No	Yes	No	Yes	No
Musical Instruments	24	2	23	1	21	4	23	1
Electrical & Radio	111	10	98	12	103	13	101	8
Hardware	35	4	29	2	29	5	26	5
Automotive	6	1	7	..	5	2	7	..
General Mdse.	20	4	23	2	20	6	21	4
Totals	196	21	180	17	178	30	178	18

- ★ 1. Are you in favor of a selective method of distribution, granting exclusive territorial rights to the jobber?
- 2. If so, what would you consider a proper restriction for the manufacturer to make as regards the appointment of new dealers?
- 3. In metropolitan districts, would you favor the policy of reducing the number of retail outlets now handling radio, in order to secure the active sales cooperation of a few leading dealers?
- 4. In the event that a jobber secured exclusive territorial rights, should he (a) be restricted with respect to handling lines that are directly competitive? (b) be expected to install or maintain a special service department, with an expert sales force devoting exclusive attention to this branch of the business?

handled in a slipshod manner when they are finally attended to.

"We realize," says a prominent automotive jobber handling an extensive radio line, "that the manufacturer has an angle all his own, but in the matter of cataloguing his goods we do not think it should be necessary to write from three to eight or ten letters in order to get any cooperation at all. In a few instances it required as much as three months, and in one instance that we recall it took ten letters to a nationally known manufacturer before we got any reply at all. These numerous letters were made necessary by the fact that we had gone so far in cataloguing their line that we could not well withdraw.

"We do not consider the attitude of the manufacturer a consistent one. In many instances he will deliberately quote jobbing prices to some dealer whose status is pretty well indicated by the make-up of the inquiry. We know one manufacturer who made a jobbing quotation to a general store in a town not to exceed 100 people. He did this because the store asked for a price on a quantity, when a

glance at the map would have classified the inquiry immediately.

"On the other hand, perfectly good, A-1 inquiries are sent to a manufacturer, and the jobber gets back a form letter quoting dealer's

prices; and this is what the manufacturer in many instances is getting for the money he is spending on national advertising. Incompetent help and lack of system is throwing money into the waste-basket."

Many distributors lodge similar complaints against the manufacturers, and without very much doubt they are well founded. The writer is of the opinion, however, that the condition is not due to incompetence and lack of system, so much as to the general attitude of feverish haste that characterizes the industry. Inquiry among advertising agencies develops the fact that breathless haste is often times one of the main features of a radio account.

The manufacturer is obsessed with the fear that somebody else will "beat him to it" if his copy does not get printed tomorrow, and the disorganized state of the market keeps him continually on the jump from one thing to another. This fever is probably a hang-over from the early days of the public interest in broadcasting, when there was a very real danger that somebody would be out with a new circuit or a new detecting device that would put the advertising out of joint.

As one radio jobber in Ohio puts it (one of the earliest jobbers in the field, by the way): "There is no use talking to the radio manufacturer now. You can't talk reason to the hysterical, and radio is certainly a hysterical industry. You'll have to

(Continued on page 488)



Keystone Photo
The average radio dealer needs sales training and a vast amount of help before he becomes a real merchandiser



“Stars and Stripes Forever” is a Nice March But a Rotten Sales Talk

Why So Many Globe Trotting American Salesmen with the Flag Waving and Hand-Shake Complex Come Back Without Any Bacon

By Royal Brown

THIS happened in the lobby of The Cecil Hotel, London: an American salesman, representing a tractor-manufacturing institution, breezed up to a characteristically British prospect. It was by appointment. Before the preliminaries were in swing, the salesman pulled a great wad of black cigars from his vest pocket and thrust them into the gloved hand of his companion, lifting that hand into place and literally crushing the gift upon the startled and embarrassed Englishman.

Nor was this all. “Smoke yourself to death, old top,” the salesman ejaculated. “Oh, that’s all right. Favorite brand of mine. Plenty more where these came from.” Then, no sooner had the reluctant fingers disposed of the smokes, than Mr. Wise-cracker grasped the freed hand and shook it and shook it, and SHOOK it, as certain breezy Westerners are sometimes wont to do,

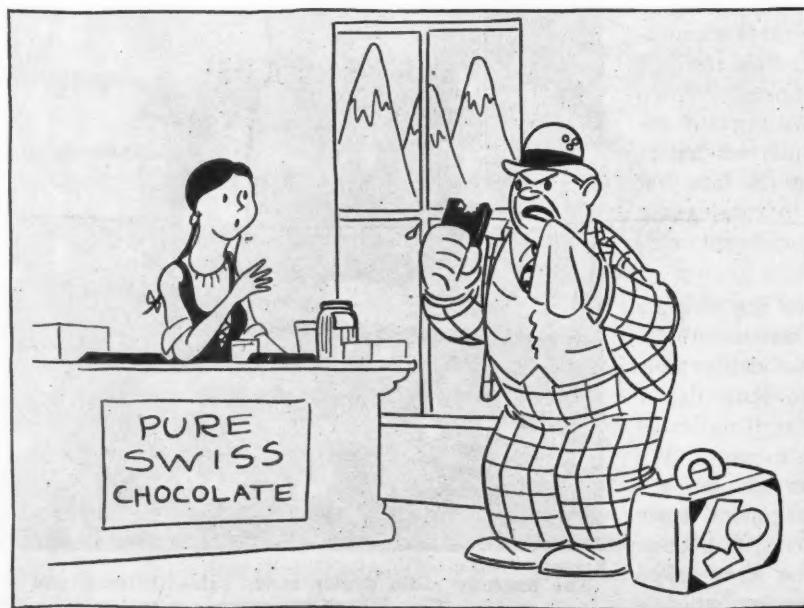
in a mistaken mood of super-friendliness. All the while, the English gentleman was attempting to extricate himself from the unwanted physical exertion. The exalted clerk behind the Cecil desk frowned, lobby loungers looked on and grinned, and the abused arm did a full minute’s penance of pumphandling.

The salesman was not conscious of it at the moment, but there and then, he overlaborated himself out of a possible business connection.

As soon as he could politely do so

—for the well-bred Englishman is ever tactful and discreet, this prospect sought the foggy air of outer London and fled away from there. He was not accustomed to being party to a vaudeville turn in a hotel lobby. The American might have been sincere, but his volubility and his extravagances grated on the other, as well they might.

Why is it that salesmen, headed abroad, are not tutored by their sales managers, in the gentle art of repression? It seems to be characteristic of American salesmen abroad to unlimber their good rights and shake a prospect’s hand until the bones are crushed. We have seen them thus maul and molest people, until the sufferer bristled with feverish and malignant disapproval. If ever a salesman is found murdered, cruelly and without mercy, in any foreign city, we will know exactly how it happened: he wore someone’s patience



and cuffs out, hand-shaking, and the man turned on him and slit his throat, without a fragment of compassion.

"When in Rome, selling goods, do as the Romans do," was never written by an American salesman. They not only take along, as a rule, their individualities of home procedure, but their super-cargo runs into thousands of tons of a peculiarly rasping conceit, which is about as welcome as porterhouse would be to a strict vegetarian.

An English business man told us recently that American selling methods abroad were made up of 90 per cent virtues, but they were nullified to a large extent by an apparent disregard of the one vital thing—assimilation of the other man's traditional customs. You may possess force, animating vitality, inmeasurable enthusiasm, and represent the finest and most-needed product on earth, but if you rush up to the prospect and spill yourself all over him, bubble and froth, and exude large hunks of the protoplasm of flag-waving conceit, the deal is off. It simply mustn't be done, that's all.

A Frenchman, buoyantly happy over meeting his long-lost cousin, may kiss him several times, violently, beneath the open space of his beard, but this does not mean

that he will react favorably to being slapped on the back, hand-shaken into partial insensibility, and stuffed so full of Pittsburgh stogies, that he can't move without crunching them.

An Englishman may adjust his monocle, and remark to his club friend "How are you, old Deah?", but he would resent being approached by an unknown sales representative from America whose opening observation was: "Look who's here! If it isn't my little college chump from Rotten Row!"

Forgetting about three-fourths of the elements which go into making you an American, is not a bad system to play, when selling goods abroad. You need not sink your pride in your country

nor your belief in yourself; you need not be ashamed of the fact that you were born under the stars and stripes. But these stories you hear of wildly explosive American tactics are by no means exaggerated, however impossible they may seem and sound. Invited to look over a great British plant where crackers and sweet cakes are manufactured for worldwide distribution, we happened to run upon the representative of an American flour house, who had

buttonholed one of the thoroughly British executives of the house, and was trying to make an impression. This salesman had a long, black cigar tucked in his jaw, his derby on one side of his head, and the pattern of his suit suggested nothing so much as a cross-word puzzle. But these were minor offenses; the thing which chagrined and humiliated us was when he drew a small silk American flag from his pocket and began to wave it.

"Mr. J. Chomley-Hinks," said he, noisily, "Mr. J. Chomley-Hinks, I come as merely another envoy of that inevitable union of lasting friendship which shall exist between America and England, until the ends of time. Together, we can lick th' world, and, by



Gord, they know it." Thereupon Mr. J. Chomnley-Hinks looked as if somebody had just sprinkled him with a combination of catnip and asafetida. To say that he "froze up" would be to hint that an iceberg suffers from scarlet fever. One of his henchmen came out and clipped the icicles off him with a pair of tongs.

After traveling considerably over a fair share of Europe, and dropping in for a Bicardi cocktail at such minor tourist junctions as Cuba and the poetically-termed "Latin-American" territory, we are more than ever positive that the dyed-in-the-wool Yankee salesman is 100 per cent resourcefully clever, and 1000 per cent dumb in these simple, obvious matters of personal decorum. As a hand-shaker he certainly will come back, reincarnated, as a wind-mill; and verbally, a wind-bag. We might as well be honest about the problem, frank and blunt and unblushingly truthful.

Now there was the case of the Yankee salesman we met in the little lakeside Swiss city of Montreux; he had been sent to this territory to "make friends" for an American-made product sold largely in hardware shops.

"Ours Is Better"

Now in any Swiss town, every shopkeeper knows every other shopkeeper. There is a sublime fraternity of merchandising spirit. If you buy a real Swiss watch, for example, in one store, and have the yodeling song from Michener engraved in the case, by sundown of that day the last delicatessen shop on the outskirts of the place is cognizant of the fact.

This American bird, whose only claim to the Eagle was that he had the head of one on a coin in his pocket, Washington-minted, was a professional complainer. He had it carefully figured out that the only way he could be faithful to his Home Land—"Oh say, can you see, bytha' dawns er-ly light—" was to damn everything foreign—even cathedrals.

He would sample a piece of pure Swiss chocolate and then jovially remark to the proprietress of the sweet-shop that it "tasted like a New England dinner. . . we make better Swiss chocolate on Third

Avenue, New York, than you manufacture here."

If a hotel didn't happen to have a bathtub in a two-dollar-a-day suite, as large as The Yale Stadium, he would cuttingly tell the Concierge, and a dozen night and day clerks and all the waiters in the dining room, that the Republican party should get in, in Switzerland, long enough to make bathing a Law.

During a ten months' stay, this salesman did not do enough business to pay his own cigar bill, and, far from "making friends for the product," there were so many pet hates festooning his trail that he tripped over them making his hasty exit.

The Call of the Brass Rail

A prominent sales manager, whose life responsibility it has been to locate the selling instinct and then bring it to the point where it yielded plump fruit, told the writer that his chief problem, insofar as foreign representation was concerned, was finding men who could be trusted across the pond in the matter of liquid refreshment. Since America has gone dry, and universal respect for Prohibition has become almost a religion with the nation, the male of the species no sooner watches Liberty wave her torch for the last time, on the dim horizon, than he makes a flying leap for the liner's bar. He takes the fastest boats he can find because it means getting past the twelve-mile limit that much sooner.

The first important "business" he transacts on landing, say in Paris, is to "franc" a regiment of cafe waiters into a state of dazed ecstasy, and tune-in on the popping of corks. This, of course, is by no means confined to salesmen. The rank and file of Americans, unleashed from the confining influences of don't-do-this-and-don't-do-that, likewise turn to the grape when it is squooze with the same tenderly affectionate yearning that flowers turn to the sun.

If an otherwise well-balanced mortal has been denied real Bronx cocktails for many years, and has tried to get periodic happiness out of bottled potash, and synthetic gin, who can blame him for running riot in a country that's really free? One does not necessarily

have to be a moral renegade in order to enjoy an occasional sip of something. There is something at once melancholy and disconcerting in the discovery that the "pre-war bottle-in-bond" stuff just delivered with incantations, by your favorite bootlegger, when spilled on the mahogany desk, has eaten right on through paint, varnish, the first layer of wood, and is slowly working its way down to the bottom drawers.

Whatever you may think on the subject, salesmen are human, just like other folks, and susceptible to the allurements of life.

We met in Paris a wise veteran of many years of salesmanship who had this complex situation licked to a frazzle. Said he: "I make it a rule never to touch a drop until five thirty, and not even then, if I have a business engagement for the evening. I may be as low in spirit as the Catacombs, but inexorably, I stay by my promise to myself. When I lay down the pick and shovel, however, no man is my master. A sip of wine with my dinner, a cordial, but never enough to give me one of those cross-the-continent dirigible heads the morning after. One of the most subtle arts to learn, when selling on the other side, is to put a check-rein on appetite.

Can't Drink and Sell Too

"When a prospect over here meets a quiet, restrained, self-composed representative from America, who does not conduct himself like a Fourth of July celebration in Sioux City, he has a revival of faith in the old, old belief that not all Americans are Indians. He is perfectly willing to talk business, too. There is absolutely no internal and deep-seated prejudice against American-made goods, but there is a horror of American-made manners, when they are at low ebb.

"Some United States institution will clean up, in all foreign markets, by organizing a sales force made up entirely of men who will mix in nicely with each race and kith and kin, without carrying along a set-piece of Washington Crossing the Delaware, and without such demonstrative and whoop-la methods as are known to the Congressman who meets an important constituent."

March 5, 1924

Dear Sir:

It was exceedingly gratifying to the designers of the Stannard Six to note the unprecedented welcome that greeted the new models.

That they are the most handsome cars that have ever been offered the American public is evidenced by the overwhelming interest and purchases during the first day of display.

This new Stannard, although not radically different from our previous models, embodies just those refinements found necessary through actual usage in the hands of our owners. It is larger, however, and more graceful, possessing the dignity and charm truly Stannard's. If you have not already seen them, there is a pleasant surprise in store for you.

I shall be pleased to personally conduct your inspection of these models and you will find me at the salesrooms awaiting your call. Please ask for

Yours very truly,

A. C. MOREHEAD, JR.

A.C. Morehead Jr.

ACM:WRT

"Yesterday, too, was a wallop! Close to a thousand people came in to see the new models and more than fifty of them signed contracts before they left the place. I put over eight myself, which isn't bad at all—at all.

"Nobody said a word against the car, not a single unfavorable comment on the construction or appearance."

"..... Eight different body styles, and the price right at last!

"It's a beauty, too—long, low, graceful in design; powerful, mobile, economical in operation. That's not mine, you guessed it; it's what the ads say, but it's true, every word of it. And say—how's this for equipment?

"Bumpers front and rear, automatic windshield cleaner, gasoline gauge on instrument board, transmission lock, snubbers on front springs, rear-view mirror, Moto-meter and wing-cap, heater, one-piece windshield, four-wheel brakes, balloon tires, disc wheels, unit instrument panel, driving controls on steering wheel, and plush mohair upholstery."

The stiff, flat form letter was finally rewritten, incorporating quotations from a letter written by one Stannard salesman to another. The thoughts expressed in the two marked paragraphs are exactly the same in the new letter, but note how they have been thrown into vivid, concrete, swinging phrasing.

Letters That Bloom in the Spring!

A Hardboiled Prospect Rewrites a Couple of Sales Letters and Shows Why the Blah-Blah Style of Letter-Writing Fails

By Alexander Slavitt

"As some day it may happen that a victim must be found, I've got a little list—I've got a little list."

THUS sang our old friend, Ko-Ko, Lord High Executioner in the town of Titipu in the realms of the beneficent Mikado. And thus sing a hundred thousand automobile salesmen these early spring days, joyous at the approach of their open hunting season, happily dusting and checking their prospect lists, drinking deep draughts of Dutch courage from the boss's latest pep bulletin, and laying down a heavy barrage of "advance dope" in the form of sales letters.

To be more exact, there are only six sirens who are calling to me—luring me out into the great outdoors, tempting me to difficult

hill-climbing exploits, offering me handsome allowances for the used car I don't possess, darkly intimating that unless I buy a particular kind of motor car, I am not only very much a jackass, but a poor husband to the wife I don't have yet, and a cruel father to children that don't exist.

I don't know who is crying my name around town, but as it happens, I am in the market for a car. Each one of these list-ridden motor men seems to know about it, and yet their letters don't come within a million miles of arousing my interest or telling me what I would like to know.

For example—and I give you, I think, the best one of the lot:

Dear Sir:

It was exceedingly gratifying to the designers of the Stannard Six to note the

unprecedented welcome that greeted the new models.

That they are the most handsome cars that have ever been offered the American public is evidenced by the overwhelming interest and purchases during the first day of display.

This new Stannard, although not radically different from our previous models, embodies just those refinements found necessary through actual usage in the hands of our owners. It is larger, however, and more graceful, possessing the dignity and charm truly Stannard's. If you have not already seen them, there is a pleasant surprise in store for you.

I shall be pleased to personally conduct your inspection of these models and you will find me at the salesrooms awaiting your call. Please ask for

Yours very truly,
A. C. MOREHEAD, Jr.

Now, I'd call that a fair letter. It is dignified, reads well, and has some nice words in it—"unprecedented," "overwhelming,"

"refinements," "distinction"—quite ritzy, eh what?

But it doesn't get over, at least not to me. The only reason I read it, is that Morehead is a neighbor of mine. We usually come in to town on the 8:03 together, and he had told me once that he was going to send along a "lotta literacher on the Stannard."

What's wrong with Morehead's letter? Perhaps I can tell him, because I watched his five competitors commit the same faults, saw them fall into the same bog of stereotyped solicitation. I say as sales ammunition his letter is a dud, as a sales lure it doesn't pull, as food for thought it's too dry for me. Since it fails to make me think, desire or act, it is not a sales letter. What's wrong with it?

No Honest Human Interest

First, in general criticism, I don't find here the slightest trace of human interest or enthusiasm. I don't mean jazz, or pep or ginger. Just plain evidence of the fact that the man knows I want to buy a motor car and honestly believes he has the automobile for me. The letter as it stands is cold, formal, impersonal, stiff, even snobby.

And back of it all, it doesn't ring true. A. C. Morehead didn't write that letter any more than the president of his company did. A paragraph from the last factory broadside, a sentence or two from the ad in this morning's paper, a few additional inanities contributed by his stenographer, and Morehead thinks he has assembled a "knock-em-dead" piece of written salesmanship.

Now let us pick it to pieces, much as a good mechanic might do with a balky motor.

In Paragraph 1. Who are the designers? What interest have I in the fact that they are jumping for joy over their achievement? In what respect was the welcome unprecedented? Noise, number of visitors, sales—?

In Paragraph 2. What awkward, strained construction! Aren't you saying quite a bit, too, when you tell me your car is "the most handsome automobile that has ever been offered the public"? And that purchases were "overwhelming"?

In Paragraph 3. What, specifically, do you mean by "just those refinements found necessary through actual usage in the hands of our owners"? Do you mean four-wheel brakes, balloon tires or what? You tell me there is a pleasant surprise in store for me when I come around to see the new Stannard. This is intriguing! Are you going to serve tea, or is your sales manager going to do a clog dance?

In Paragraph 4. I don't care how many infinitives you split or how overjoyed you will be to see me saunter into your showroom. But I can't quite believe you are overwhelmed with desire to sell me a Stannard if all you're going to do about it is "await my call."

Your final, parting shot, my dear Morehead, is considered obsolete even in Patagonia. I don't object to the phrase, but really, if I do decide to take a look at your new model, the chances are ten to one that I'll be thinking about my own bank balance and not your commission.

Letters that Resemble Set Pieces

"But," remonstrates my neighbor, "I can't analyze my letters as carefully as all that. I'm a salesman, not an author. I can give you the dope on our new carburetor without writing like—well, like the young fellow whose letter the boss sent around the other day as an example of real sales literature. It may sound nice, but I happen to know that bird hasn't turned over a deal in three months.

"He starts his letter as follows:

Dear Sir:

You should buy a Stannard for exactly the same reason that you prefer a play by Shakespeare or Sheridan to one by George Cohan, an opera by Verdi to a musical composition by Irving Berlin, a painting by Rembrandt to the effort of some rising young artist in an obscure village community—

"Now tell me, is that letter any better than mine?"

I would say, in answer, that your literary friend has got hold of a more interesting "lead" than you have. But fundamentally, he's just as far from the truth as you are. He is posturing. I'd be willing to wager that not more than one per cent of his prospects would cast their vote for Shakespeare, Verdi and Rembrandt as opposed

to Georgie Cohan, "What'll I Do?", and the dining-room fruit pictures.

In the final analysis, what is wrong with your letter and the paragraph you have just quoted is this: In spite of your own protestations to the contrary, you imagine you have to write "big" and "literary." You get yourself all "set" before you begin a letter. You tie yourself up into a mental knot about how to say a thing, forgetting that the important element in your letter is going to be what you say. You bite your manicured finger-nail and finally evolve a sales letter that says nothing and sells less.

The Letter that Sold the Car

I would suggest just two rules to follow.

1. Know what you want to say.
2. "Talk" it in your own language, avoiding the ad copy, the catalogue dope, the stiff, stilted, meaningless phrases you yourself wouldn't use in a hundred years of personal selling.

In short, don't write a sales-letter. You will get lost mid-channel and break your neck most probably on the hyphen. Write a simple, honest message that will talk to me without being tricky, smart, heavy, florid, grandiose, assertive, silly, literary, rhetorical or vulgar. Have your letter tell me what you set out to tell me. If you're a good salesman, you will know what that should be. If it's something worth while, I'll listen. If it's nothing worth while, you're wasting my time and your own. You should cross me off your "little list."

* * *

I have, since writing the above, taken delivery on a Stannard Six. It wasn't a master sales letter that finally lured my signature to Morehead's dotted line. Frankly, I bought a Stannard so I could read my morning paper going into town on the 8:03. After that first flicker of interest I had shown in his car, that neighbor of mine would lie in wait for me, at the station every morning, and whether I made the 7:52 or the 8:03, or even the 8:50—there he would be, a cheery smile on his face and a new catalog in his hand.

(Continued on page 495)

Is Turnover in the Sales Force Really a Blessing in Disguise?

Is There a Point of Diminishing Returns in Salesmen's Salaries Where It Is Cheaper to Fire Than Hire?

By a Cleveland Sales Manager

LAST fall a salesman who had been on my payroll for nine years made a special trip to the factory for the purpose of telling me that he simply had to have more money. His daughter was ready to enter the state university, he had two sons in high school, and his rent had been raised.

When I asked for an analysis of his sales, I found that orders from his territory were apparently on a dead level. His sales had varied scarcely a thousand dollars a year for the past three years. Population, in his territory, had shown a sizeable increase. Conditions were good, and the credit situation was sound. We should have been showing a good increase in this territory every year.

When Cubs Succeed Stars

This salesman intimated to me that he had an offer of more money elsewhere. The upshot of my advice was that he shouldn't let us stand in his way of making more money. I explained that we would pay him more money if he earned more. He explained that he would earn more if we would pay him more. But he wanted us to make the first move. I contended that it was up to him to make the first move by selling more.

We argued back and forth for the better part of a week-end. Like the democrats, we fell into a deadlock. So I accepted his resignation. In a few days I had a younger man in the office preparing to go into the old salesman's territory. The young man started at a salary of half what I paid the old timer. The boss thought we ought to accede to the older man's request for more money. But I argued that we could sell considerably less in this territory and still make more money than we made from the older man's sales.

The young salesman made good. Beginning with the third month he was in the territory, his sales have equalled or exceeded the corresponding months of previous years. In February his sales were better than 15 per cent ahead of February, 1924, in spite of the fact that the older salesman thought he had the trade "sewed up." The salesman who left us made one change, and I understand he is dissatisfied and willing to come back with us at the old salary.

This experience set me to thinking. All my life it has been my ambition to build up a sales force of men who stay with me, swear by me, and are loyal to the firm year after year. Just recently I have been figuring what it would cost us to sell if our entire sales force had been with us, say ten years. The figures astounded me. You can't hold men unless they are given periodical raises in salary. If our entire sales force had started with us ten years ago, and had been given raises regularly, our payroll would be about 36 per cent greater than it is today.

Will New Men Make Good?

And that 36 per cent would mean a matter of \$1,800 a week. And some years we are lucky if we make that much profit. I've known the time we would have been tickled pink to have had that much profit. Of course I know you'll say that I am assuming new men will sell as much as old men. You will claim I am assuming every new man we hire will be just as good a man as an old timer who knows the line, the business, the trade and the territory.

I am assuming this to a certain extent, based on a careful study of turnover during the past several years. I can safely say that eight new men out of ten will hold our business in an established

territory, and in the majority of cases, show a better increase than the average increases shown by the men displaced.

It has been my experience that practically all salesmen are content to earn just a fair living. Their wants, needs, or ambition will not carry them past a certain point. They figure on getting a small raise every year, and get into the habit of figuring that if they keep sales at a certain level, they are safe in their jobs as long as they want them.

Salesmen Hit Dead Levels

Now I know that a lot of young, go-getting sales managers will say that I ought to be able to arouse my men—to fill them with enthusiasm, pep and ginger, vim and vigor and make them get out and turn the world over. Maybe I am getting old fashioned. Perhaps a trace of cynicism is creeping into my soul. But I've about given up the idea of being able permanently to change human nature. There is an occasional man who is susceptible to all kinds of "arouse the giant within you" stuff. These men soon advance in our company. I've trained a number of them. One is our Buffalo branch manager, another has charge of sales in the United Kingdom, and two others are big men with competitors. But in twenty-three years of sales work I've found the average man is—well, just average, that's all.

It would be a wonderful thing if we could all have sales forces made up of above-the-average men. But it can't be done. So why worry when we have a big turnover, or what seems to be a big turnover? It isn't the costly proposition that most of us have always thought it to be.

I have been studying the records of a number of men, of some

who are still with us and some who have been displaced. I find that most salesmen show a nice increase the second year, and a still further increase the third year. A few of them show a sizeable increase the fourth year. Most of them seem to hit a dead level after the third year, but they do not expect salaries to stick on this dead level.

It may seem that I have left the commission men entirely out of the picture. And of course everybody knows that the turnover in sales forces on a straight commission basis is usually larger than where salaries are paid. But I've been talking with sales managers who manage commission men. They tell me that commission men, like their salaried brothers, soon find their levels. They become accustomed to living on a certain amount, and so long as they make this amount, they are satisfied.

Are We Chasing Rainbows?

When men reach this stage, it is best, I believe, to cut territories and make it necessary for them to work harder to make a living. It is the only way to develop territories intensively and get all the business the firm is entitled to. Of course an occasional man will be lost because he objects to a reduction in territory. But what of it? Chances are that he is only an average man, and can be replaced with another just as good.

Now I suppose this magazine will be flooded with letters explaining that good salesmen, or even average salesmen, are so hard to obtain that none of us can afford to consider the loss even of an average man as anything less than a tragedy. I've gone through that stage. But I'm bravely over it. I know that salesmen are hard to get. I know that all of us ought to hold up an ideal of a loyal, permanent organization of men, all ready to step into bigger jobs, and willing to stick by us through good years and bad. That's an ideal that should not be hooted at. But in pursuing this ideal some of us are running sales costs to such dizzy heights that we are killing off consumption of our lines. We are petting and coddling salesmen just for the sake of keeping down

turnover. And I claim that turnover isn't the nightmare that most of us think it is.

Some of us haven't figured out what it costs us to give a man a yearly raise, of say, ten dollars a week. Start a salesman at \$40 a week, give him a \$10 raise every year for ten years and he is making \$120 a week the tenth year. You've tripled his salary. How many salesmen will triple their sales in ten years? Of course many of them have in the past ten years. That is, they have tripled the volume in dollars and cents, but how many have tripled sales in units—pounds, gallons, yards, or whatever unit you may employ?

On the other hand, if you keep a man five years and give him a \$10 raise every year and then replace him with another \$40 man for the next five years, you have an average salary expense for the ten years of \$60 a week as compared with an average of \$85 a week for the ten year man. Or to put it another way, the two men in the same territory, each of whom stay but five years, draw a total of \$31,200; but the one man who stayed ten years will draw \$37,440 in salary.

Is the saving on one change in men worth \$6,240? My contention is that it isn't worth near this sum. The one man would have to sell about \$125,000 more (figuring a

net profit of five per cent) in the ten years than the two men who only stayed five years each.

Right now there are several men in my sales force who could profitably be replaced. Unless their sales show a big jump, they have received their last salary boost. I have young men in the plant who are itching to get out and sell. I'll be glad to put them in the territories now being worked by these older men who have reached dead levels. This may seem heartless and cold, but when a man stops making a profit for the business, we can't continue paying him a big salary, for if we have enough of these men we would soon hit the rocks.

I have never yet seen a territory where our business was permanently and seriously damaged by salesmen. Of course I have had men fail, and fail miserably. I've had men who mistreated customers, and placed us in a bad light with dealers and jobbers. But you can't be damaged permanently with the dealers to any great extent because dealers change so fast that those who don't forget are out of business in a year or so anyway. I think all of us are worshipping dealers and customers and salesmen too much. We let the salesmen run us, instead of running the salesmen. I am turning over a new leaf.

Selfridge Says British Need Not Fear American Competition

Because manufacturing and selling costs have been forced so high in the United States, Great Britain need not fear American export competition, declared H. Gordon Selfridge, chairman and managing director of Selfridge & Company, Ltd., of London, in a recent address.

"... Notwithstanding her gigantic profits, made during 1914 and 1917, and her vast natural resources, the United States does not seem as agreeably placed as many of her people think she should be because of her policy of building a continually higher tariff, and as a consequence increasing her costs of manufacture. . . . As long, then,

as this policy prevails in America, her manufacturers, no matter how enterprising and capable they may be, cannot successfully compete with Great Britain if our merchants and manufacturers grasp and maintain their opportunities, and continue to place enterprise ahead of being too easily satisfied and progressiveness ahead of 'letting well enough alone.'

The speaker pointed out that the worst of the post war depression has passed, that Britain's overseas customers are beginning to place orders again, the merchant marine is improving its position, and foreign investments are again yielding good incomes.

Pride Versus Prizes

National Surety Company Stages Four Successful Contests Without Paying Out a Cent for Prizes

By W. L. Barnhart

WHEN the higher officers of the National Surety Company promulgated a ruling to the effect that no more prizes were to be offered to salesmen to stimulate production, general sales manager J. A. Cochrane, of the Forgery Bond Department, handling a force of several hundred specialty salesmen, was inclined to think that such a ruling might work a hardship upon the sales. For up to this time cash and merchandise prizes amounting to thousands of dollars had been offered and won each year in the various contests which had stimulated production by the men in the field.

But today, after two years of prizeless contests, it is doubtful if this department will ever go back to the other kind, except spasmodically, for the sake of variety. There are certain advantages to both kinds of contests, and also some weaknesses. The weakness of the average prize contest is that a large per cent of the salesmen make up their minds, during the first few weeks, that they are sure to be hopelessly outclassed by others and that they have no chance to win prize money. This state of mind often leads to decreased production from these individuals, rather than an increase.

In the four prizeless contests planned during the period when prizes were taboo, it was the aim to make each contest so that every salesman would feel the necessity for participating to his fullest extent, and at the same time to

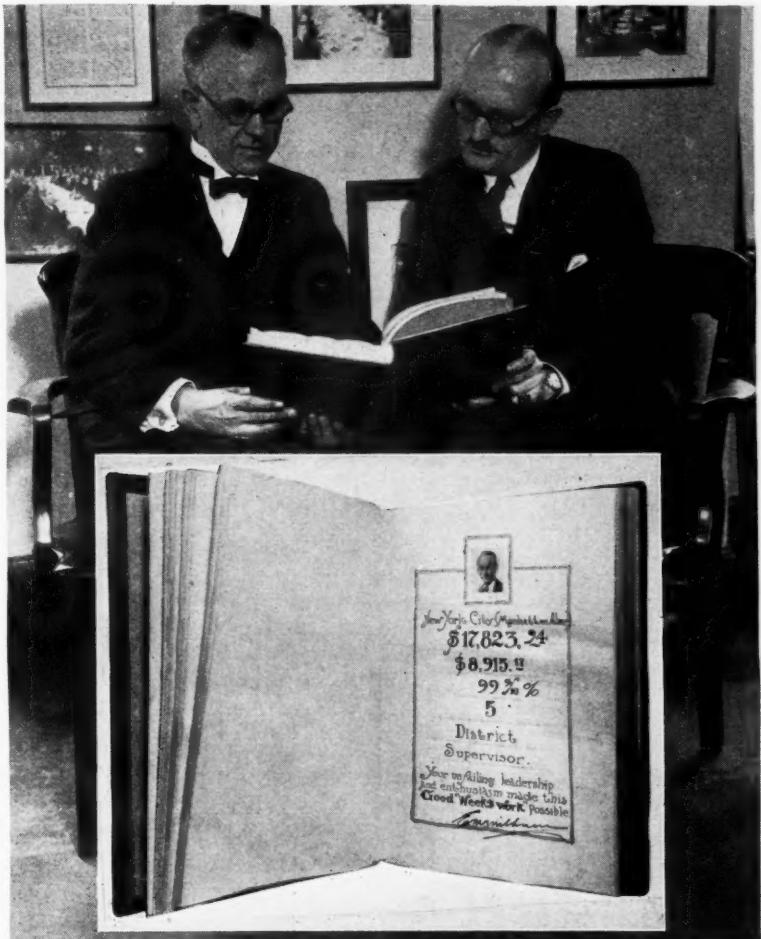
the members of the sales force, to a man, felt for their "Chief," the general sales manager. During Mr. Cochrane's absence from the city his assistants got together and worked out the plan, which was heartily approved by the entire sales force, when they were notified of its details.

A commemorative volume was to be prepared for "Chief Cochrane" to mark the anniversary of the founding of the department. This volume was to be a beautiful souvenir. And in this volume each salesman was to write his own page! He would write this page by his production during the month of March, the anniversary month.

"Make your page in Chief Cochrane's book, one that you can be proud of," became the slogan of the campaign, and daily bulletins during the month kept that thought constantly before the men. No man liked to think that his page in such a beautiful permanent memorial would be anything but good,

and so every man worked as he had never worked before to "write a good page in the Chief's book."

Early in the month, blank pages were mailed to each man, so that he could constantly have before him the blank page which his work would fill. At the top of the page was a space for a



J. A. Cochrane, vice president (left), and Frank C. Carstens (right), of the National Surety Company, and a page (inset) from "Chief Cochrane's book, which played the leading role in a recent successful sales contest in which not a single cash prize was offered

include features which would enable the natural leader and contest winner to have the opportunity to profit, in glory at least, from his prowess.

In the first contest those in charge of sales promotion work took advantage of the strong feeling of loyalty and affection that

photographic cut of the salesman (a press proof of the cut used in the house organ). Below were spaces in which he was to indicate his total production for the month and the per cent of gain, from the average of the three previous months.

By laying stress upon the per cent of gain, the poor salesman had just as good a chance to make a fine record as the better salesman, because it was easy for him to show a good per cent of gain. At the bottom of the page were two blank lines for a personal tribute to "the Chief" and the signature of the man making the record entered there.

This plan increased the production for March more than 48 per cent above the three months' average.

Another plan found effective is the Hundred Point Club which has been formed during the latter half of each year. Starting July 1, when the sales are likely to be somewhat slack, interest has been maintained throughout the balance of the year by this means.

How Titles Are Won

One hundred points stand for the volume considered a fair four months' work for a salesman. Setting this as a figure, it was announced that any salesman earning one hundred points during any consecutive four months in the last half of the year is qualified for membership. Thus if a man happens to be vacationing in July, he can start in August or September, and still qualify for the honors.

In order to bring out the best efforts of all the salesmen at the start, it was announced that the first one who made his hundred points was to be president of the club; the second was to be vice-president, and so forth. The first to win honors in each territory became a "territorial vice president." To further incite the leaders to greater efforts, it was announced early in the contest that those who won their hundred points in three months, instead of four, would receive a gold emblem instead of a silver one and those who qualified in one month were to have a platinum emblem. In the last contest, eight men qualified in less than one month.

At the close of the contest, all the pictures of those qualifying were printed on a single sheet, suitable for framing. These photos are arranged in rows, properly labeled, to designate those who have qualified in one month, in two or three months and in four months.

When a salesman sees that he is to be put on record in this way, he will work quite as hard to secure a high position among his fellows as he would do for the prospect of a cash or merchandise prize. There is something in each of us that doesn't like to be left out, and by appealing to this characteristic, the Forgery Bond Department was able to enlist practically 100 per cent participation in these annual contests, and once in the contest, the men all fight good-naturedly for the higher places in the framed picture which will hang in their own sales offices, to tell of their prowess.

Increasing Daily Volume

Because our contracts often run into the hundreds, or even the thousands of dollars, on larger orders it is frequently necessary for the salesman to spend quite a little time on the individual prospect. But there are also contracts sold to the small merchant for as little as \$12.75, and these should always be "one-call" propositions. Salesmen in the various offices, seeing that older and more experienced salesmen were satisfied with ten or a dozen large contracts a month, very quickly got out of the habit of expecting to do business every day. They would pass a day or two days without any orders, easing their conscience with the thought that they would make it up "when a big one broke."

Realizing that this state of mind was working against the salesman and the company alike, it was decided to provide an example to all the men showing what could be accomplished in the way of selling bonds every day. Mr. Cochrane knew that if he merely pointed to a conspicuous record in New York, the man in Chicago or Pittsburgh would reply: "That's all right in New York; I could probably do as well myself if I were in New York. But in my city conditions are different." Therefore he arranged a test of sixteen weeks

in sixteen of the leading cities of the country. A salesman who had earned the nickname of "One-a-Day" by several months of unbroken success in New York, was selected for the test and was sent out to visit the sixteen cities selected, spending a week in each city and writing at least one contract a day, including Saturdays, for the entire time.

Although he was working at a great disadvantage in being an absolute stranger in each town he visited, and unaware of local conditions, this salesman made an unbroken record for the entire period never missing a day, and averaging more than two contracts a day, with frequent days that were as high as five or six separate orders secured on the forgery bond proposition, which most members of our sales force felt could not be sold every day!

Of course this record in all particulars was published to the others on the sales force and during the trip "One-a-Day" met many of the men who actually saw him working and from him gained the inspiration and the idea that it could be done.

How the Idea Grew

Following this trip a very informal "One-a-Day Club" was organized. This was done by listing on the monthly bulletins the names of all those who had produced an average of better than one application a day for the previous month. This "One-a-Day" ideal was kept constantly before the men and within a year the number of salesmen who can be counted upon to produce some business every working day has been more than trebled.

Even those who write the larger bonds find that it keeps them in better condition to put up the best possible sales talk on the big cases if they "keep in condition" by writing at least a small bond every working day.

Today there is a "Two-a-Day Club" with as large a membership as the "One-a-Day Club" had a year ago, and usually there are a few men who can qualify for a "Three-a-Day Club." Two men have already attained the "Four-a-Day" mark, but as yet no one has

(Continued on page 502)

What a Sales Manager Did for 12,000 Minnesota Farmers

Success of Minnesota Cooperative Poultry and Egg Exchange Shows Need for More Sales Managers in Marketing of Farm Products

By Eugene Whitmore

WHAT can be accomplished in a short time through cooperative marketing when experienced sales managers and business men, instead of farmers, are in charge of selling, is shown by the results obtained by the Minnesota Cooperative Egg and Poultry Exchange, one of the youngest cooperatives in the country.

This association is less than a year old. It sells poultry and eggs for about 12,000 farmers. What it has accomplished in the past few months is an interesting story to sales managers on at least two counts: first, because it shows what a vast increase in farm purchasing power will be brought about by better marketing of farm products; second, because it shows a big, undeveloped field for sales managers who have the ability to organize farmers, plus the ability to market farm products.

Many authorities agree that the day is not far off when there will be hundreds of sales managers in the employ of farmers and farm associations. It has even been said that every community will employ a trained and experienced sales manager whose sole duty will be to find markets for the products grown in this community.

The old way of marketing eggs was slow and wasteful. The farmer took his eggs to the store. They were not any too fresh when they left the farm. Then they stayed in the store, without refrigeration in many instances, for several days. Then they went, probably in a warm express car, to a wholesale dealer in the city. When they finally reached the consumer, it would require an India rubber

imagination to call them fresh.

By this process the farmer received only a small portion of the consumer's money. It was nicked off here and there by several middlemen. But the biggest shrinkage was always due to waste and loss, more than to any middleman's profits.

When the Minnesota farmers got together and formed their organization, somebody had enough foresight to hire an experienced sales manager to market the eggs. They found A. W. Rogers, a graduate of the University of Minnesota, and an experienced egg and produce sales manager.

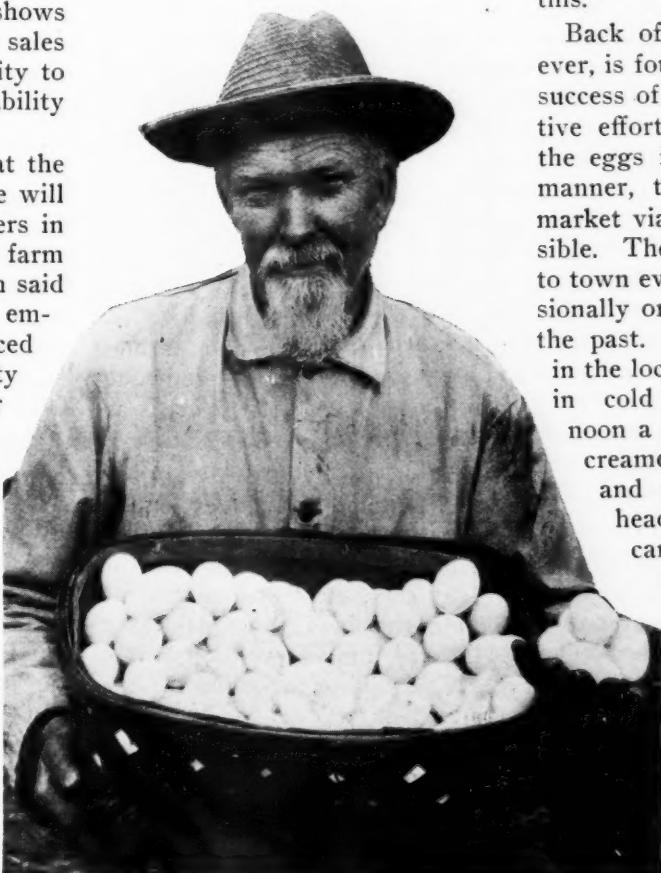
In telling of his experience in selling eggs for the Minnesota

association, Mr. Rogers said, "When we started out in July our eggs had no reputation. They were unknown. Now our mark on an egg case frequently sells the eggs. Competition was keen, both from other associations and from established dealers.

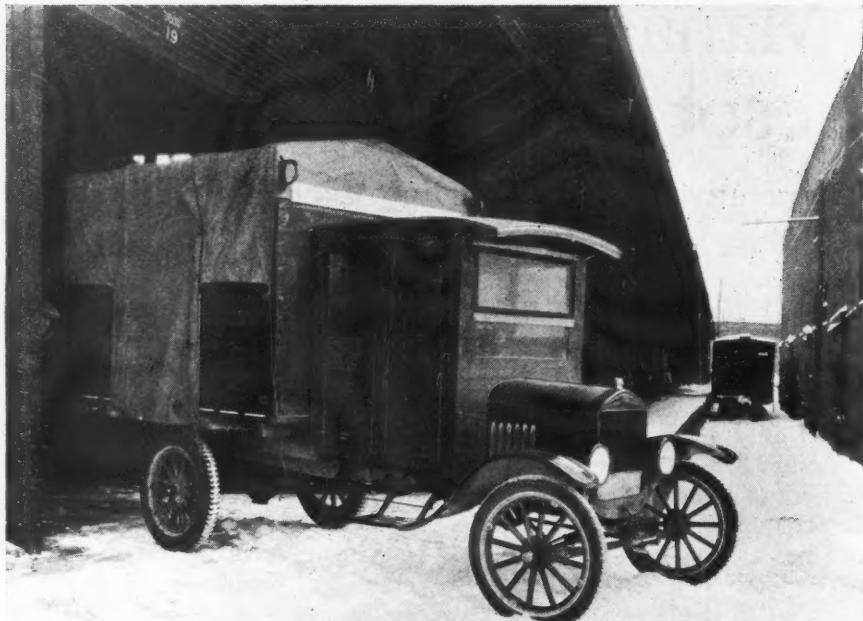
"The first eggs sold in July brought eight cents a dozen under California prices. By December, as a result of being handled by an experienced sales manager, they were being sold in solid car-loads at two cents above the best price for California eggs. Contracts have been made for delivery during the coming season for more than \$1,000,000 worth of eggs at prices considerably in advance of this."

Back of the sales effort, however, is found the real story of the success of the Minnesota cooperative efforts. Instead of handling the eggs in the old roundabout manner, the eggs are rushed to market via the shortest route possible. The farmer brings his eggs to town every day, instead of occasionally or when convenient, as in the past. They are concentrated in the local creameries and placed in cold storage. Each afternoon a motor truck calls at the creamery, picks up the eggs and rushes them to district headquarters. Here they are candled and graded for quality and weight.

Farmers look upon eggs as just eggs. But expert buyers know that there are thirty grades. They are: "select," "premium," "first," "trade," "dirties," "checks" and "cracks." And each of these grades is divided into five different classes, according



This Minnesota farmer is represented by a cooperative organization which sells his products for him at a selling cost of but 1.76 per cent of total net sales



Instead of handling eggs in the old roundabout manner, they are collected every day by motor truck and rushed to the district headquarters of the cooperative association

to weight. During the first month of the cooperative work, there were very few eggs which could be classed as "selects" and few "premiums." But when the farmers received their empty crates back with a statement in each crate showing just how many eggs of each grade were in each case, there was an immediate increase in the quality of eggs. It was the first time the farmers had ever been paid for quality and they saw to it that the eggs they shipped were more carefully handled.

After the eggs are candled, the branch manager loads them into a refrigerator car, which is shipped by the first freight to the next branch, where it is filled and sent on its way to the final market, New York, Chicago or Boston, or wherever the eggs have been sold.

These Minnesota farmers, through their cooperative efforts, are getting all the money their products are worth. Instead of permitting some six or seven profits to be taken out of their poultry and egg receipts, they are getting all the receipts, minus, of course, the association's operating and handling costs. Instead of obtaining the lowest market price for eggs, they are getting the highest prices, and are getting paid for eggs according to grade; and a representative of the farmers—

not a representative of the buyer—supervises the grading.

According to the first report of the manager of the association, sales and operating costs were but 1.76 per cent of the total net sales. The cost of marketing poultry was .2 of a cent a pound; of eggs, 1.3 cents a dozen. More than a half million dollars' worth of poultry products was marketed during the first six months of the association's activities.

At the beginning of 1925 the association had 16,000 members whose eggs are shipped to headquarters in St. Paul, and forwarded from there in solid carload lots. Twenty thousand farmers have signed marketing contracts, and by the spring of 1926 it is anticipated that there will be at least 35,000 farmer-members.

The supply department of the association sells egg cases, fillers, pads, supplies used in packing freight cars, etc.; during the first six months it did a business of \$44,026.14 and showed a profit of \$2,507.92. The marketing division showed a net profit of \$10.26, which shows that the directors and managers of the association were able to stay within their budget and run the association's activities on a business-like basis.

There is, of course, nothing new to the idea of cooperative marketing. There have been many

successes and some failures in the cooperative movement. Most of the failures can be traced to a lack of sales and merchandising ability and knowledge. Farmers' associations are not the easiest groups to manage. There are many ideas, and many opinions among any group of farmers. It is natural that some of them may not understand the necessity of employing an experienced marketing man—a real sales manager—to take charge of the selling and management end of the association.

Men of this type can command liberal salaries in the business world. They cannot afford to accept meager salaries to work for the cooperatives, yet there are always certain men, who have some influence with the "powers that be" in the average association who are willing to work for small salaries. These men usually rely on friendships to obtain and hold the position. To such men many of the cooperative marketing failures can be traced.

Broad Field for Sales Managers

Doubtless there is an enormous field for sales managers in the farm products field. To the man who has a knowledge of selling and marketing, and who has the ability to work with and cooperate with farmers, there is a wonderful opportunity to build up what practically amounts to a business of his own.

No better example could be found than the success of the Minnesota association, which of course is due to efficient business and sales management. But another example of farm product marketing on a smaller scale may serve to emphasize the opportunities existing in practically every community for a sales manager who can find better markets for the community's farm products.

This example comes from a small town in Georgia, and in telling of the plan, L. A. Niven, associate editor of *The Progressive Farmer*, says:

"I know one man in South Georgia who has built for himself a good job. This man was raised in a South Georgia town, but about the time he was grown, he wandered off into other sections of

(Continued on page 497)

An advertising agency with a sales kick

WE JUST naturally can't help chumming with the Sales Department when we are carrying on an advertising campaign. One never forgets his first love. If a fellow starts in as a salesman and then becomes a sales manager he can never get the sales itch out of his system no matter in what position he finally lands.

Ex-salesmen and ex-sales-managers translate every figure in a profit-and-loss sheet or a cost-sheet into sales figures.

The head of this agency has spent over thirty years studying "cost-to-sell" figures. To this day if he has an opportunity to serve a firm as an advertising agent he instinctively goes straight and first of all to "cost-to-sell."

We believe in the sales-manager. He talks our language. We can't make ourselves become academic advertising men. We can't use the stock phrases of the advertising business without first turning them into sales expressions.

We love sales conventions

WE REVEL and glow in sales conventions.

We love the atmosphere. We like to follow along with a big sales-manager with our coats off and our sleeves rolled up and tell the "boys" the whys and wherefores of the advertising program.

Four of us have held big jobs as sales-managers. Each of the four made good as a sales-manager. Each of us could get a good job today as a sales-manager.

If we are retained to build a Marketing Plan for your firm you can rest assured of one thing. After that plan is built, before it is shown to your firm, it will have to pass the acid test of four mature sales-managers who will sit in judgment on it.

A complete advertising agency, plus!

WE HAVE advertising talent within this agency. We have men and women who know how to write advertisements. We have others who know how to select media. We have everything needed for advertising that any first-class agency has, plus.

We, the sales-managers, will listen to the plans of these people, but the merchandising, the sales side, must be a hundred per cent practical or we will vote the plan down.

CHARLES W. HOYT COMPANY, Inc.

"PLANNED ADVERTISING"

Reg. U. S. Pat. Off.

New York

Springfield

Boston

WE HAVE a real "brass-tack" proposition under which we will undertake the advertising of a product. We describe it by the two words for which we have secured rights from the Patent Office, namely, "Planned Advertising." Mr. Hoyt gives a good description of "Planned Advertising" in his address "The Preparation of a Marketing Plan." A copy will be sent free to those who are interested. Use the coupon or write a letter.

CHARLES W. HOYT COMPANY, Inc.
Dept. A4, 116 West 32nd Street, New York

Send Mr. Hoyt's book free—"The Preparation of a Marketing Plan".

Name _____

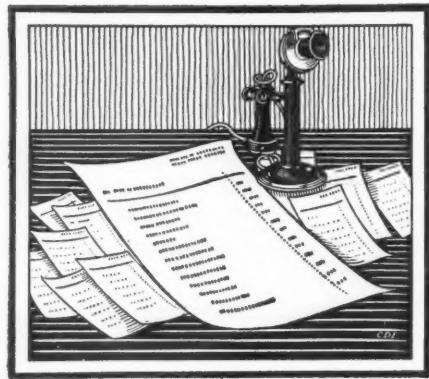
Firm _____

Address _____

City _____ State _____

“I'M Glad

my telephone bill is so big!”



“**I'M Glad** my telephone bill is so big!” he said, “we simply could not handle our present business.”

Nowhere, outside America, is the telephone used as such a constructive business economy. American homes and businesses use 63 per cent of the telephones of the world, and the number is increasing at the rate of 3000 each working day. The business houses of Europe are agitating in their daily press and in international conference for a long distance telephone system like America's.

Are you and your concern making full use of telephone economy? In any final analysis, the telephone in business costs nothing. The total loss of the expense of

a trip may be saved by telephoning in advance. In thousands of cases, without the expenses and delay of travel, the contact is made and the deal closed by a call over the long distance telephone.

Your local Bell company, upon call, will gladly have its Commercial Department advise your concern how to use the telephone for greater profit. But why wait for a special survey? You know what the telephone now does for you locally. It will do the same over hundreds and thousands of miles. Long Distance is waiting for your call. *Number, please?*

BELL LONG DISTANCE SERVICE



Pennypacker Picks an Agency

A Tragedy in Three Acts

By A. J. Bruhn

CHARACTERS

Julius Pennypacker.....	A Sausage Manufacturer
Miss Take.....	His Stenographer
Wm. Ferguson.....	
.....	President, Ferguson & Brown, Advertising Agency
I. Fuller Bunk.....	of Bluff and Bunk, Advertising Agency
Miss Pell.....	Stenographer for Bluff and Bunk
	Workmen, Office Assistants, etc.

ACT I.

Scene: Office of Pennypacker and Company, showing both sides of partition separating reception room from private office of Julius Pennypacker.

Time: 9 A. M. Monday morning. (Miss Take, the combination stenographer and switchboard operator, is preparing for the day's work by finishing a novel and yawning. Pennypacker arrives and looks hurriedly over unopened mail on counter.)

Pennypacker (in squeaky voice)—When those advertising fellers come in this morning, tell them I'm busy and you don't know whether they can see me.

Miss Take (with raised eyebrows)—You sent for 'em, didn'tcha?

Pennypacker (impatiently)—Never mind what I did. I'm telling YOU what to do. When these advertising agents come in, tell 'em I'm busy, that's all.

(Slams door leading into his private office.)

Miss Take (with darkened mien and curled lip)—Ain't he the case-hardened yegg? He sends for a lotta guys and wants me to tell 'em he's busy.

(Enter Ferguson.)

Ferguson—Good morning. Will you tell Mr. Pennypacker that Mr. Ferguson, of the Ferguson and Brown Advertising Agency, is here to keep his 9:15 appointment?

Miss Take—Mr. Pennypacker is terribly busy this morning. (Over telephone) Mr. Ferguson calling.

Pennypacker (at other end of phone, but in the hearing of Ferguson)—Mr. Foiguson? What Mr. Foiguson? Who is he? What does he want? Have I an appointment with him?

Miss Take (over phone)—Sure you asked him to be here at 9:15. It's 9:15 now.

Pennypacker (over phone)—Tell him he's gotta wait.

Miss Take—You gotta wait.

Ferguson—I'll be glad to wait.

ACT II.

Twenty-five minutes later. (Ferguson sits quietly perusing highly colored and heavily embossed signs on the walls which proclaim with a profusion of adjectives in the superlative degree the superiority of Pennypacker's Sausage. Enter I. Fuller Bunk.)

Fuller Bunk—Hello, Ferguson! What are you doing here on my time? I have an appointment with Pennypacker at 9:30, and I'm ten minutes late now—(turns to operator.) Tell the boss I'm on hand here with steam up for a fast run and no time to lose.

(Miss Take talks over phone.)

Miss Take—Mr. Pennypacker says you'll have to wait. He has to see someone else first.

Fuller Bunk (pompously)—What? Can't see me? Huh! He sent for me, didn't he? Tell him I can't wait. I'm a busy woman.

(Fuller Bunk starts for door. Pennypacker overhears this outburst, comes from his office and solicitously approaches I. Fuller Bunk.)

Pennypacker—If you'll wait just a moment now, I'll see you. (Turns to Ferguson.) I'm sorry I'm so busy this morning. If you can wait till I get through with this gentleman—or perhaps you'd like to come back some other time?

Ferguson—No, I'll wait.

Pennypacker—Come in, mister now—a—what did you say the name is?

(Pennypacker leads the way into his private office.)

Fuller Bunk—I. Fuller Bunk, President of Bluff and Bunk, Advertising Agency, now conducting the advertising which you see all over the city for HOLDEM Suspenders, SHINEM-UP Shoe Polish and NEVERFAIL Soup Stain Remover. In business only eight months and already one of the largest advertising agencies, in the Shoe and Leather Exchange Building.

Pennypacker—Eh! A'hem! Now—a—

Fuller Bunk (continuing with gesticulations)—We are sales, advertising and merchandising construction superintendents from the crack of the pistol, and while we haven't had a chance to show our batting average on a big league team, your account, Mr. Pennypacker, is just what we need to test out our theories. (Slaps Pennypacker on the arm.) Why, we might make you one of the biggest sausage figures in the United States. (Pennypacker blinks.) I have already coined a slogan for you and am having it made into a logotype, at this very moment. (He pulls out of his pocket and sets up on Pennypacker's desk a cardboard sign bearing the legend—

YOU-NEVER-SAW-SUCH-SAUSAGE

Pennypacker & Co.

Pennypacker is visibly affected by this brilliant stroke. He beams on Fuller Bunk.)

Pennypacker—What sort of advertising do you think we should do?

Fuller Bunk—THINK you should do? I don't THINK what you should do, I KNOW, Mr. Pennypacker. KNOWLEDGE—accurate, scientific, exact KNOWLEDGE is the first tool in my little kit. I KNOW what you should do. Know it like I know my way home. Do you think I would appear before you without having studied the sausage business from its babyhood to its present, so to speak, dotation? Do you think I would come here if I could not give you a finished plan? No, Mr. Pennypacker, my time is too valuable for that.

Pennypacker—Now—a—

Fuller Bunk (continuing)—I had my research engineers trace the sausage successes that have been written up in the Sunday Supplement Sections during the last fifty years and as a result of such study, I can tell you, Mr. Pennypacker, that you need a twenty-six weeks' campaign, calling for \$42,812 in newspapers, \$6,402 in magazines, and \$27,809 in poster boards. This, together with a car card campaign calling for \$7,618

will put you over big—BIG! and you can't deny it. (Pennypacker swallows with difficulty.) Look at these lay-outs. (Shows roughs, etc.)

Pennypacker—I'm sorry, we ain't got that much money.

Fuller Bunk—Well, cut it in half. It will be a wonderful campaign, anyway. At the end of thirteen weeks your sales will be of sufficient volume to support two campaigns like this. (Pennypacker goes to door and calls Ferguson into the room.)

Pennypacker—Do you know Mr. Bunk, Mr. Foiguson?

Ferguson (voice full of meaning)—Yes, we know each other very well.

Fuller Bunk (lightly)—SURE, SURE. I'll sit down, Mr. Pennypacker, and wait for your decision. You can't beat my proposition no matter whom you talk to. (Bunk smiles somewhat sheepishly as he catches Ferguson's calm, appraising glance. Steps out of room.)

Pennypacker—Mr. Bunk has a wonderful scheme here which costs me \$42,321. If my bookkeeper says we have that much money, I think I'll try this campaign. Have you any plan which I can consider which might be better than this?

Ferguson (with wan smile)—Mr. Pennypacker, since neither Bunk nor I knows anything about your business, neither of us can as much as tell at this time whether you really need advertising or not. Only a careful study of your business, the position it occupies in the trade—

Pennypacker (interrupting)—Speak for yourself, Mr.—let's see, what's your name?

Ferguson (warming up)—My name is Ferguson, Mr. Pennypacker, of Ferguson and Brown, an advertising agency operating nationally and sectionally. We have been building up and holding accounts for ten years by operating in a conservative, constructive and, I might add, a thoroughly honest manner.

Pennypacker (affecting alarm)—I'm surprised, Mr. Foiguson, you should be telling me that your competitor ain't honest.

Ferguson—I haven't said a word about a competitor. As far as I can see I have no competitor for your business. A competitor, as I understand it, Mr. Pennypacker, is a man who can furnish the same thing I furnish. I have competitors, quite a few, but Bunk isn't one of them and he knows it. He has never handled a general advertising account successfully, simply because he has neither the experience nor the organization to do so.

Pennypacker—Well, Mr. Bunk has a wunnerful idea for a slogan. Did you see this slogan? (Points to placard.) If he can work up such an idea in a few hours, think what he can do for me when I hire him.

Ferguson—Mr. Pennypacker, you wouldn't form a judgment of an automobile, if the dealer brought you a steering wheel. You wouldn't buy a house because a certain door knob appealed to you, would you? You can't form an opinion of an advertising agency from a slogan which is submitted to you on the spur of the moment. A successful advertising campaign is vastly more than catchy phrases.

Pennypacker—Don't you think that's a good slogan?

Ferguson (thoroughly warmed up)—That isn't the point, Mr. Pennypacker. It doesn't matter whether that is the best slogan in the world, or the worst. It does matter more than you perhaps realize, however, what sort of an agency you hire. For advertising service consists first of all in digging for whatever fundamental facts are concerned and erecting thereon the right sort of a plan of procedure. Your sales plan, your distribution, your product, each is an element which must be analyzed carefully.

Pennypacker (impatiently)—Well, if I gave my account to you instead of to Mr. Bunk, what kind of advertising would you do for me?

Ferguson—I don't know that exactly at this time, Mr. Pennypacker. It is advisable that we study your market somewhat to learn exactly the position each of your competitors occupy. We should like to know rather definitely just why certain dealers handle your merchandise and why others do not. We would try to find out why those housewives who buy your sausages prefer them, and why other housewives call for your competitor's brands.

Pennypacker—That's all nonsense. I want some good ads and I like that slogan. (Glances admiringly at the slogan.)

Ferguson—It isn't nonsense at all, Mr. Pennypacker. These are only some of many fundamental matters which must be probed very often before an advertising campaign can be commenced. Copy which is not preceded by a thorough comprehension of markets, by careful consideration of the methods of distribution, and analysis of the product will fail.

Pennypacker—If Mr. Bunk can work up such an idea like that slogan in a few hours, think what he can do for me when I hire him.

Ferguson—Has Bunk exhibited any campaigns to you which are sound advertising successes, or does he refer you to any national or sectional advertisers for whom he has made a pronounced success?

Pennypacker—No, but he's a clever fellow—I can see that, and I don't see what you can do for me that he can't do.

Ferguson (beginning to wilt)—This is what I can do, Mr. Pennypacker. I can show you a group of successful advertisers we have been our clients year after year. That's the most important kind of evidence which can be presented to you. I can assure you, too, that we'll never invest a dollar of your money until we are morally certain that it is being invested wisely. Before we try to convince a client, Mr. Pennypacker, we must convince ourselves, we must know all the facts affecting the case. That means investigation and study.

Pennypacker—Yes, yes, Mr. Foiguson, but you see I'm a practical man—I can't wait on all that monkey business—whatever anyone wants to know about the sausage business, let 'em ask me—Mr. Fuller Bunk here has a plan all ready which we can use without any loss of time and I'm going to try it out—I think he's a smart feller. I like particularly that slogan very much. (Goes over and admires the slogan.)

YOU-NEVER-SAW-SUCH-SAUSAGE

Ferguson (almost wilted)—Don't you think, Mr. Pennypacker, that since my firm is serving fifteen or sixteen nationally important advertisers whose campaigns are acknowledged as sound successes that it might pay you to tie up with us instead of engaging an agency which has not a single pronounced success to its credit? Think things over, Mr. Pennypacker, the unwise choice of an agency may seriously affect your business. I feel it is my duty to warn you not to choose an agency except after careful investigation of its claims and qualifications.

Pennypacker—Fuller Bunk has got the ideas and that's what I'm looking for. You gotta admit that's a wonderful slogan. I'm going to hire Mr. Bunk. That's a wonderful slogan. (Again views the sign.)

SCENE 2

Office of I. Fuller Bunk

Fuller Bunk—Miss Pell, we gotta new account. Please take copy for a series of newspaper ads. (He dictates.) Caption: And now Sausage Week. Subhead: Ask your grandmother, she knows. (Telephone rings.)

Miss Pell—It's Pennypacker. He says he wants you to work out a simple trade mark which will combine the slogan you gave him, "You never saw such sausage," together with his photograph in such a way that he can stamp it on every sausage.

Fuller Bunk (holds his head)—Sure, sure, tell him we'll show him sketches in the morning.

Six months later. ACT III

Outside front door of Pennypacker and Company. The door is closed. No one is in sight. Workman in overalls shuffles along carrying a panel under his arm. Stops and reads a sign, "You Never Saw Such Sausage."

Workman—Huh! No, and you never will. (Nails sign he has been carrying over the other one.) (Enter Fuller Bunk.)

Fuller Bunk (gruffly)—Hey, what are you doing there? I look after the advertising of this firm. I don't want any signs up here which I haven't examined.

Workman (undisturbed and driving last nail resoundingly)—Well, examine this one. What do you think of it?

(Fuller Bunk reads the sign.)

CLOSED BY ORDER OF THE SHERIFF
(CURTAIN)



One Language One Medium

Indianapolis has earned a reputation with travelers as the most American city in America. That is interesting to anybody—but it is of paramount importance to a manufacturer seeking to sell his product in this market of nearly two million people. Census figures show that Indiana has a high percentage of native born white population.

You can sell a product in Indianapolis and in the Indianapolis Radius to everybody by speaking *one language*.

There is no foreign problem in Indianapolis.

There is no polyglot population, with strange languages, mixed racial characteristics, exotic tastes, European habits, customs or standards of living.

The English language is the one and only language of Hoosierdom.

Consider what this means when an advertisement written in English, or when salesmen talking English can reach practically 100% of the population of the Indianapolis Radius.

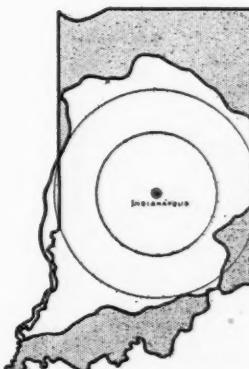
But the merchandiser's path is made easy not only by the fact that he needs to talk or write only English. He needs to buy space in only *one medium*. The Indianapolis News covers the market completely. It has more home-delivered circulation in Indianapolis than both other daily newspapers combined.

Selling in Indianapolis requires but one advertising cost—space in The Indianapolis News.

Frank T. Carroll,
Advertising Manager

Dan A. Carroll,
110 E. 42nd St.,
NEW YORK

J. E. Lutz,
The Tower Bldg.,
CHICAGO



In the area indicated on the map, The Indianapolis News circulation of approximately 130,000 is concentrated. This is the Indianapolis Radius—a unified, compact, prosperous market of 1,992,713 population. One newspaper—The News—sells it.

The INDIANAPOLIS NEWS

THE
ERICKSON COMPANY
Advertising
381 Fourth Avenue, New York



*If you want to know about our work,
watch the advertising of the following:*

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
WELLSWORTH OPTICAL PRODUCTS
TARVIA
DUZ
WALLACE SILVER
HAVOLINE OIL
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
L & G AGATE WARE
BONDED FLOORS
NEW-SKIN

What we've done for others we can do for you

Congress Provides for Enforcing Decisions in Arbitration Cases

Commercial Arbitration Decisions in Interstate Cases May Now Be Backed Up and Enforced by New Federal Law

FEDERAL enforcement of decisions rendered by umpires in arbitration cases has been provided for by an act recently passed by the last Congress. This act enables the parties to arbitration to lean on the federal government for enforcement of all decisions resulting out of disputes submitted for arbitration.

As most sales managers know, only three states have had arbitration laws in the past; this enabled the parties to arbitration to refuse to abide by the decision, and left no redress in the event one of the parties was dissatisfied and refused to stand by the decision rendered. As is well known, commercial arbitration, in its simplest form, consists simply of selecting a wise man from within your trade to hear your troubles and those of your adversary and decide what to do about it.

Law Renders Agreements Valid

Commercial arbitration has been to such an extent, a stock subject of agitation in the national legislature that business men cannot be blamed if they obtained the impression that progress would be slow, just as in the case of resale price fixing and certain other perennial issues. Innumerable trade associations and commercial bodies endorsed the project, and then seemingly forgot about it. Satisfaction at the enactment of a federal commercial arbitration statute is only tempered by regret that there was no like fate for its twin, the Federal Sales Act.

To prevent misunderstanding, it must be strongly emphasized that the new law does not compel any seller or buyer to resort to or accept arbitration to compose differences of opinion. Under the new law, just as when there was no law, arbitration agreements must be wholly voluntary on the part of the signers. A treaty of this kind may embody whatever provisions

the contracting parties see fit to afford an object lesson to the dilatory states. But, more than that, there was need for a federal law in order to take care of agreements covering transactions in interstate commerce. A very large proportion of all business deals is negotiated by residents of different states. If anything, too, there is more need for formal agreements for arbitration in the case of long-range transactions than in local or intra-state trade where intimacy of contact renders it the easier to carry on conciliation by direct personal negotiation.

The need for punch in commercial peace-making arises from an anachronism of our American law. Some centuries ago, because of the jealousy of the English courts for their own jurisdiction, they refused to enforce specific agreements to arbitrate upon the ground that the courts were thereby ousted from their jurisdiction. This jealousy survived for so long a period that the principle became firmly embedded in the English common law and was adopted with it by the American courts. The United States courts have felt that the precedent was too strongly fixed to be overturned without legislative enactment. At that, the courts have repeatedly criticized the antiquated rule, have recognized its illogical nature, and have even deplored the injustice which has resulted from it.

Old Law was Ineffective

Angered by the spectacle of parties to business transactions flaunting their compacts to arbitrate, when the umpires' decisions were not to their liking, movements were inaugurated, some years back, in a number of the states, to secure state arbitration laws. A model statute was drawn up. But the movement made headway slowly. A few states have such laws but most of the state legislatures have dodged the responsibility. It was in this dilemma that need became acute for the federal law which has just been won.

Action by the national legislature was desired partly in order to

Use of Law is Optional

For all its manifest recommendations, causes as worthy as this issue have suffered the neglect of Congress session after session. For example, the cure for the more flagrant forms of commercial bribery. The urge that begot attention for commercial arbitration legislation, even beyond the hopes of its most sanguine friends, was the whispering campaign which told Congress that this remedy was needed to check the epidemic of cancellations, rejections and returns of goods. Confronted with a showing of an annual loss running into scores of millions of dollars due to refusals of merchandise, repudiation of commitments, etc., Congress was brought to a frame of mind where it was willing to do anything in its power to bolster the sanctity of business obligations.

In order that the new federal law may be operative, an arbitration agreement must be a matter of contract mutually acceptable to the signers when they entered upon their business relations. Indeed, the new act recognizes that arbitration agreements are purely matters of contract, and the effect of the bill is simply to make each contracting party live up to his agreement. An evader can no

(Continued on page 500)

Sears-Roebuck Retail Stores Planned to Increase Mail Order Sales

All Merchandise Displayed at Catalogue Prices; Stores Will Not Have Special Buyers

EVERY item listed in the Sears, Roebuck & Company catalog, except groceries, marked at the catalog price, was on display at the opening of the Chicago retail house of that company February 2. Large placards on the company's delivery trucks and advertisements in the Chicago newspapers were the only methods employed to announce the opening of the new retail store. Three weeks from the opening date, they had sold an approximate volume of \$350,000.

A tour through the retail store, which covers approximately 800,000 square feet, reveals a plain but scrupulously neat arrangement of stock.

The drug department may lack a few of the items which the more discriminating and exacting customer insists upon, but the every day items are there at mail order prices. For instance, Jergen's Lotion, Harriet Hubbard Ayre's Luxuria preparations, Bonnie preparations, Antoinette Donnelly's complexion soap, Amber Royal face powder, Armand's Aids, and 4711 Glycerin Soap are not stocked on the shelves of the retail store. These are some of the biggest sellers on State Street, and there is no doubt but that Sears, Roebuck will carry them when the demand is felt.

Trend Toward Better Goods

Despite the fact that the retail store is still in the pioneering stage, there has been a decided upward trend in the grade of merchandise. It is easier to sell a costly article by logical sales arguments and the convincing personality of the salesman than by a beautifully illustrated catalog. Also a mail order customer shrinks from hazarding all her savings on an expensive article, whereas this hesitancy vanishes when she visits the store and actually sees and feels the object of her desires.

If a customer wants a hand-carved table, the furniture buyer will order it for her, and this service applies to any item she may want, provided the volume is sufficient.

It is already contemplated to provide a basement for the cheaper trade and carry the higher grade goods on the first floor. The customers are by no means composed exclusively of West Side residents—a good many drive across town in their luxurious cars, and buy almost a year's supply of every day items.

No Broad Scale Credit

There are still a few skeptics who are cautious of mail order houses, and yet they are eager for the bargains which the largest mail order house has to offer. Consequently they will flock to the retail store, study the low prices and prompt deliveries, and realize that "merchandise is represented truthfully." It is only logical that they will establish a new faith in Sears, Roebuck & Company and tell their doubting friends about it.

General information has it that the retail store was founded to provide a convenient and profitable means for the disposition of closeouts and odd lots of merchandise. The reason is far more simple: to increase business.

The Sears Roebuck department store will not solicit or encourage charge accounts or C. O. D.'s. A customer who desires the deferred payment plan is turned over to the credit department and rigorously questioned. If her credit is good and her intended purchase of sufficient worth, she may be allowed a temporary leniency merely as a courtesy, not a policy. The average method requires a deposit of 25 per cent and the remainder paid in thirty days. The cash plan is still in effect except on the following leader items mentioned in advertising and in the semi-annual

catalogs: vacuum cleaners, radios, pianos, washing machines and gas ranges.

The greatest problem Sears, Roebuck & Company face is the installment house. It is difficult to educate the public, to make them understand that they are saving 25 per cent on a cash purchase. They never think that if they borrowed the money from the bank and paid 6 per cent interest, or even the high rate of 12, they would still be saving from 12 to 18 per cent.

There are no free city deliveries. Packages are sent by parcel post or motor express. The parcel post rates are five cents to one pound and one cent for each additional two pounds or fraction of a pound when the destination is within fifty miles from Chicago. The motor express rates vary from forty-five cents to eighty cents for one hundred pounds, depending on the kind of merchandise carried.

The merchandising manager of each retail department buys his goods from the mail order manager and is directly under his supervision.

Four More Stores to Open Soon

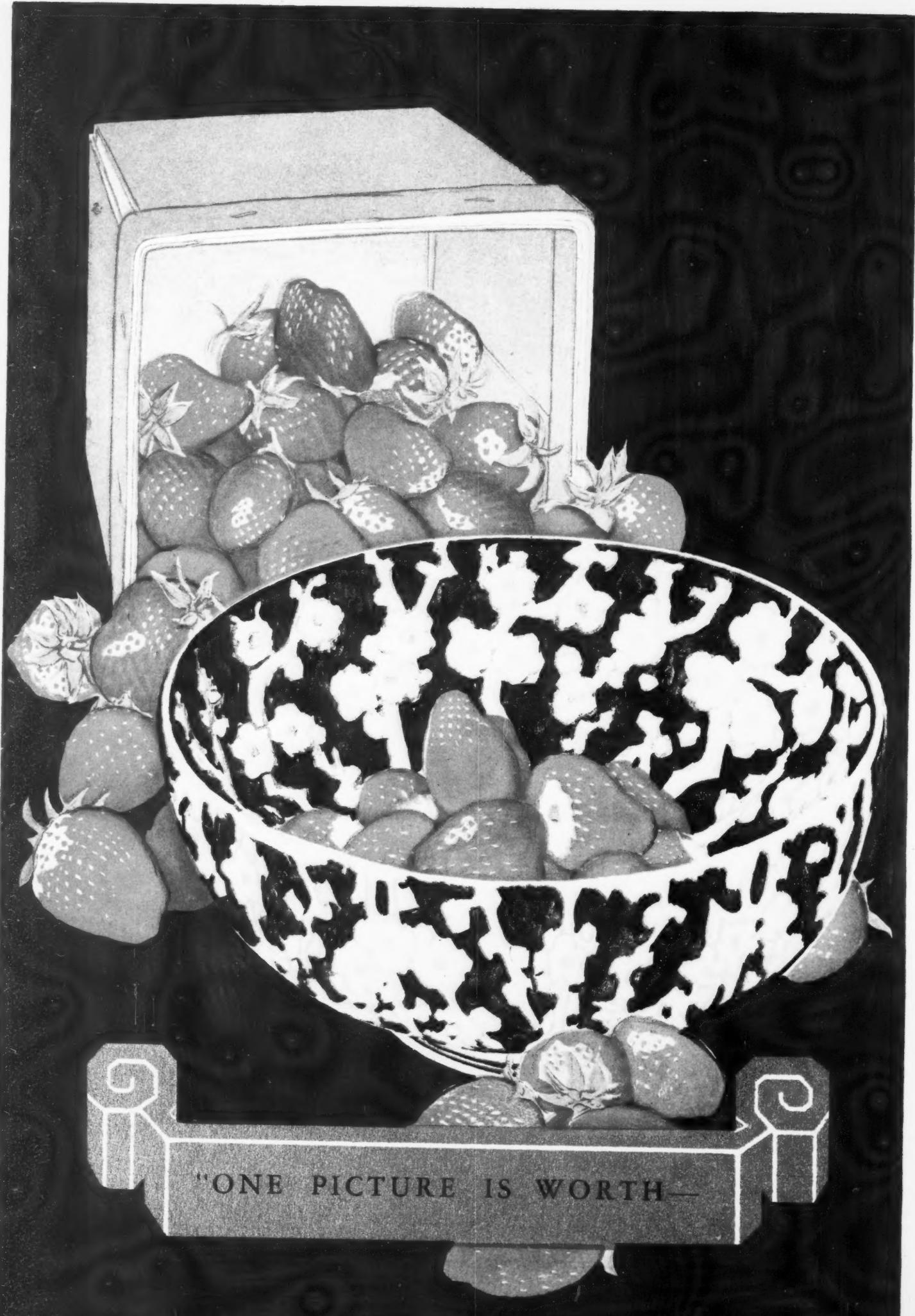
Philadelphia, Dallas and Seattle, are about to open their retail department stores in connection with the mail order, and by October 1, the Kansas City house will be completed and doing business.

Thus, contrary to general opinion, the retail store of Sears, Roebuck & Company will not only increase sales but tend to spread good will and confidence in their mail order business.

The C. A. Mosso Laboratories of Chicago announce an advertising campaign in national magazines, beginning with the May issue. This is to be a forerunner of an intensive selling campaign to increase the distribution of their product, Oil of Salt, through retail outlets.

畫意能達萬言

ACCORDING TO AN ANCIENT
CHINESE PROVERB



"ONE PICTURE IS WORTH—

What is so tempting as a bowl of strawberries? They come to the table with all the ripe fragrance of the warm Spring sunshine, and the freshness of dewy green leaves, clean straw, and rich damp earth. Each berry is a poem—a panegyric to the sun which warmed it, a rhapsody in praise of the earth which nourished it, a glowing tribute to blue skies, gentle rains, and all the mad, glorious moods of that capricious fay—Springtime. The inscrutable forces of Nature gave the strawberry its piquant sweetness. The patient skill of man quadrupled its size—yet kept all the juicy, provocative lusciousness of the wild strawberry in domesticating it. See how they nestle together in the bowl, and glow with the tempting, honeyed health of Nature's finest fruit! See them tumble from the box in a ruddy, tantalizing cascade! Each trim little green stem sits like a jaunty cap upon the winsome beauty beneath. Each glowing red berry invites you to taste and discover for yourself the fruity sweetness within. Each melts in your mouth as you crush it, so divinely flavored is it by Nature's subtle alchemy. What, indeed, is so tempting as a bowl of strawberries?

TEN THOUSAND WORDS™



R U S L I N G W O O D, I n c.

218 William Street, New York City

How Much Should Salesmen Talk at Conventions?

If You Want Your Convention to Pay Dividends, Do Not Allow It to Run Wild With Random Remarks from Salesmen

TWO sales managers were coming back from Florida.

As the train sped northward and signs of winter began to be manifest, their minds turned from golf and swimming back to business—to sales conventions, salaries, slumping territories, inflated expense accounts and all the other things that are said to account for premature grey hair.

"I suppose," said one sales manager, "that you obtain many good ideas and leads from the talks made by salesmen at your annual convention."

"Why, my salesmen don't talk at our conventions. We don't bring them to Chicago to get their ideas—we bring them in to give them our ideas."

"What! Do you mean to sit there and tell me that your salesmen are never given an opportunity to air their ideas, their grievances, their suggestions and methods, when you spend a lot of money to bring them in for a convention? Why, what manner of man are you, anyway?" the one man exclaimed.

The two sales managers were old friends. They knew each other well enough to indulge in the luxury of a violent argument without any hard feelings.

"Well, now, don't get the idea that I think I know it all, or that I don't give my men a chance to air their ideas; but I don't think a sales convention is the place for a lot of aimless talk, for arguments, buck passing or the discussion of petty problems that affect only one territory. That is what happens when you turn the men loose for a free for all gabfest at convention time. I've had my fingers burned. I've seen a perfectly

planned and carefully scheduled convention literally turned into a dogfight when the men were allowed to get up and say a few words. We found dynamite in every word.

"So now there isn't a word said at our conventions that isn't planned in advance, and even the treasurer, or the vice president in charge of production, cannot make his talk until I have at least seen a resume of what he intends to

companies, institutions and other large buyers. His department has not shown a big increase in sales. He was not in a very affable humor. His first words were:

"The trouble with you salesmen is that you don't know how to sell the big buyers—that's the reason we didn't sell more hotel and bakery size products."

That was as far as he was allowed to go. Three men leaped to their feet at the same time.

"Sure, blame it on us," one shouted, "the trouble is you don't know how to make stuff for the big buyers. Now if you'd—"

I finally had to jump in and call the meeting back to order. The whole thing reminded me of Tom Mahoney's old vaudeville act where he gives an impression of an old time hodcarriers' union meeting.

These two sales managers were still discussing the subject when the last passenger had left the smoking car and retired for the night. It is a subject that can be discussed for days at a time. It is

one that every sales manager must settle before he holds a successful convention.

"The answer to the question," says one sales manager, "is, 'Why are you holding a convention?' If it is just a week of relaxation for the men, a sort of annual reward for the good children in the class, or a week devoted to patting each other on the back, it doesn't make much difference who does the talking, for everything that is said will go in one ear and out the other before the last ringing hurrah has echoed through the office. But if you are holding a convention to help the men sell more goods—to teach them how to merchandise

How do you draw out salesmen to talk about constructive ideas at convention time?

Do your salesmen look upon the convention as a place to air grievances? What plans have you used to get the benefit of real sales ideas of the salesmen, without letting them take up too much time?

Are salesmen's opinions on advertising, sales policies, or promotion plans worthy anything at best?

These are some of the vital subjects which must be settled before a successful convention can be held. They are discussed in this article.

say. I am cranky about every little detail that goes into a convention. Ours cost about ten dollars a minute. We have to make every minute count, so we can't afford to let some old time branch manager get up and wax sentimental for thirty minutes; neither can we afford to let some over-enthusiastic department production man get up and razz the salesmen for not selling as much of his product as he thinks ought to be sold.

"I'll give you an example of what happened before I started planning my conventions on a minute-to-minute basis. We have one man who is in charge of sales to bakeries, hotels, steamship

the advertising, or to bring out a new model, to announce a new policy or any other definite and specific purpose, by all means have the program arranged in advance—far in advance—and make it bombproof. If necessary shy a brick at the first fellow who jumps up and starts an argument.

"When an argument among salesmen starts at a convention, kiss your results goodbye. It will travel a long way and get nowhere. Nothing will be accomplished, nothing of importance will be said, and the men will go back home wondering what it was all about."

When Should Salesmen Talk?

Regardless of the pessimistic opinion of the value of salesmen's ideas and discussions, there are times when the salesman's ideas are valuable. In every sales force there are men who can bring helpful suggestions to a conference or convention. But getting these men to talk is the problem. Then, too, the sales manager and the officers of the company don't want to do all the talking. The salesmen often are more impressed by the opinions and experiences of one of their own clan than by a long talk of some executive. How can these men be pressed into service? How can the sales manager use them, and still know that they will not fly off at a tangent and bring up personal problems which do not have any bearing on the problems of the organization as a whole?

The sales manager of a big food products company has worked out a plan that enables him to use the best salesmen for putting over some of his own ideas, and at the same time prevents the convention from being talked to death by amateur orators.

When he is planning a convention, he selects two or three salesmen who have violently opposed certain policies. For example, he selects one man who has been kicking about the company's advertising. To this man he assigns a subject, "Why Our Advertising Helps Us Sell." Then he starts in to make this salesman use the advertising. He literally makes this salesman turn an about face.

By the time the convention is called, this salesman has found

that his ideas about advertising were all wrong. He appreciates the sales manager's compliment to him when he is asked to discuss advertising. Before the convention, the sales manager makes it a point to learn what the salesman is going to say. He primes him with a lot of facts. When the salesman gets up to talk, he is an advertising enthusiast. Because he has sold himself on the company's advertising he usually makes a good talk.

"Last year we had a man who was kicking because we didn't bring out a five cent seller in a certain line," explained this sales manager. "Two months before the convention I brought this man to the home office and spent two days in convincing him that a five cent seller would cut a big hole in our profits. Then I asked him to address the next convention on the subject, 'Why We Must Push the Ten Cent Packages.' It was one of the best talks of the convention. But if I had not arranged for it in advance, this man probably would have jumped up in convention and raised a howl about wanting and needing a five cent package!"

Planning a sales convention is, to a certain extent, similar to planning an issue of a newspaper. The newspaper editor concentrates first on the news—strikes, fires, accidents, politics, divorces, murders, sports, robberies—the day's events. But a newspaper that had nothing

but the actual news of the day would be a dull and lifeless affair. It must contain cartoons, advice to the lovesick, helps to housekeepers, a funny column, the editorials, and letters from the subscribers. Each department is read by a certain group of subscribers. Leave out one department and there is a kick.

The same careful planning must go into a convention. It can't be all work and no play, nor can it be run on a catch-as-catch-can basis, with no thought as to the various subjects and activities which must be given a place on the program. The newspaper might form a good guide in preparing a convention program. Let the news which the paper prints correspond with the main theme of the convention. Let the various departments such as cartoons, the funny column, and the advice to the lovelorn, correspond with the entertainment and lighter features of the convention.

And last, but not least, let the salesmen's talks and discussions correspond with the letters from the "old subscribers" which nearly every newspaper prints in small type and small space. Remember what would happen to a newspaper editor if he depended on letters from readers to make his paper. If you depend on talks of salesmen to make your convention, you'll be in the same predicament the editor would find himself in, if he forgot to print the news.

Commission Forbids Sale of Deteriorated Goods

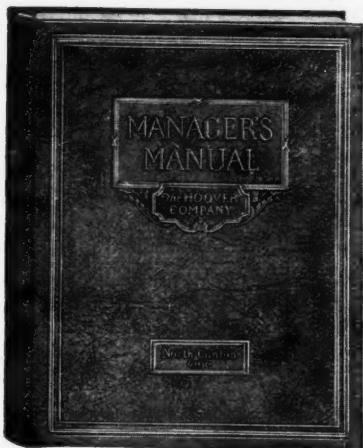
The Federal Trade Commission has issued a cease and desist order against Samson Rosenblatt of New York City, who sold deteriorated K C Baking Powder, which he advertised as "material guaranteed to be in perfect condition."

The commission found that the baking powder had been manufactured by the Jacques Manufacturing Company of Chicago and shipped to France in 1918 for the use of the United States Army. The quantity not consumed was sold by the government after the war. Rosenblatt bought five or six thousand cases after the

reshipment of the goods to New York, and advertised it for sale at 4½ cents a pound. The market price of K C Baking Powder to wholesalers at that time was 13 cents a pound.

After the Jacques Manufacturing Company analyzed the powder, they reported to Rosenblatt that it was unfit for use, but Rosenblatt continued to advertise and sell it in various states, guaranteeing it to be in perfect condition. The commission ruled that the practice was unfair not only to the manufacturers, but to the wholesalers, the retailer, and the consumer.

Business-Producing Covers for Sales Manuals



When a book is to serve as a text for new men as well as a guide for the whole sales organization, it must not only be attractive in appearance, but sufficiently durable to withstand pocket wear through a long period—the hardest kind of service that can be required of a book.

Molloy Made Covers stand the punishment of such service and come up smiling. Whether for loose-leaf or permanent binding of any style, their beautiful coloring and deep embossing keep their good looks, and the tough leather-cloth wears and wears—and wears.

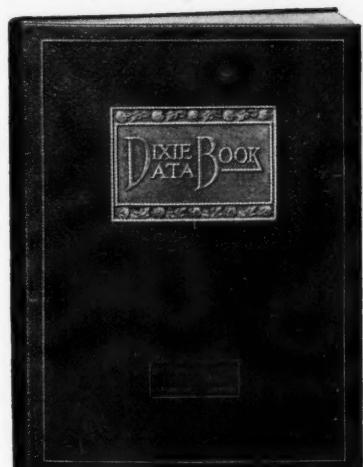


for Catalogs

No matter whether its mission be to sell O-B Valves to steamfitters or sterling silver to the customers of a retail jeweler, a catalog will gain attention more easily and carry on for a longer time if it is bound in Molloy Made Covers.

These fine, substantial bindings are always designed especially for the catalog on which they are to be used. Their distinctiveness is such that in any collection of catalogs a Molloy Made Cover stands out from the rest, giving its product a head start over all competition.

for Reports



Statistics—which form a major part of most reports—are inevitably dry reading. But if the book in which they are submitted be made unusually attractive, they will be given attention. Such a result was accomplished in the case of "The Dixie Data Book", which was bound in a flexible, loose-leaf Molloy Made Cover.

Yet Molloy Made Covers are emphatically not an extravagance. In fact, many users report that they bound their books in Molloy Made Covers at a cost no greater than they were accustomed to pay for ordinary bindings. Send us details as to your next book and let us submit suggestions for a business-producing cover—Molloy Made.

THE DAVID J. MOLLOY COMPANY, CHICAGO, ILLINOIS

2857 North Western Avenue

Prospect-Fourth Building, Cleveland
1820 West 38th Street, Los Angeles

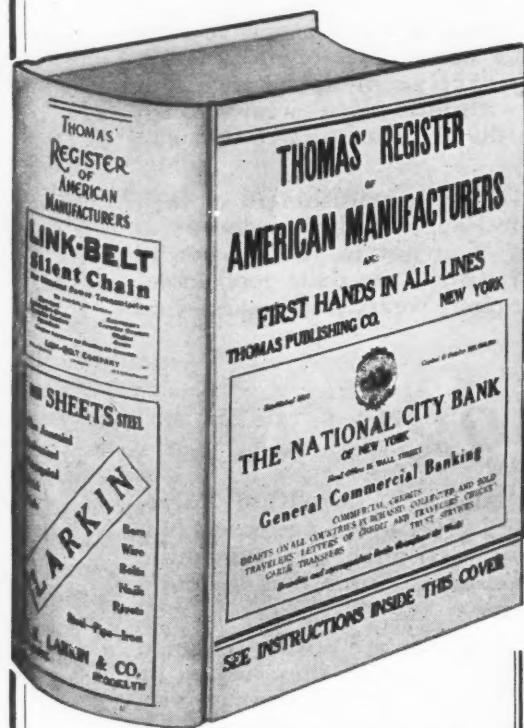
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THE \$100.00 REWARD



Used by "Big Business" All lines of trade—everywhere

In the "over \$10,000,000" class more than 500 users.
"Over \$1,000,000"—more than 3,000 users.
"Over \$100,000"—more than 8,000 users.

A few specimens:

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CLINCHFIELD COAL CORP.
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Make it easy for these companies and 50,000 others to buy your products.
(Including public reference copies in Banks, Libraries and similar places where each copy is used by many, 50,000 is a conservative estimate.)

Offered by us in February was awarded to Chas. F. Kindt, Jr., of Adv. Dept. of The Jno. C. Winsted Co., Phila., Pa.—The following is his "Copy" that won the award.

Your products should be described

in the only complete purchasing guide

All Lines All Names Everywhere

THOMAS' REGISTER is used by those who demand the best; they want it, order it, pay for it. THOMAS' REGISTER is the only work of its kind classed as "paid" circulation, and the only one a member of the A. B. C.

4400 Pages 9 x 12—Twice the size of any other

THE BUYERS MASTER KEY TO ALL AMERICAN SOURCES OF SUPPLY

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THOMAS' REGISTER is used to find sources of supply. It is consulted by the purchaser when he is ready to act.

Besides the vast number that have purchased copies for personal use, more than 1,000 copies are in places of public reference, where each copy is used by many. The circulation of THOMAS' REGISTER is both national and foreign.

The description of your products in THOMAS' REGISTER does more than supplement your trade paper advertising, your circulars, and other forms of appeal. The brief description in THOMAS' REGISTER serves to recall your advertising in other media when the buyer is anxious to supply his needs.

THOMAS' REGISTER originates business. It brings an extraordinary volume of direct returns.

There is no other publication that compares with this complete purchasing guide. THOMAS' REGISTER offers you the opportunity to revive the impression you have previously created, and which may be forgotten in favor of a competitor who does publish information for the buyer, where he finds it convenient to look for it.

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TORONTO

Does An Automobile Really Pay?

Why the Fyr-Fyter Company Urges Its Salesmen to Leave Cars at Home When Working Some Territories

By Will G. Caldwell

DOES the use of an automobile by a salesman make it too easy for him to chase imaginary prospects all over the territory and thus pass up many real prospects in his haste to pick out the easy orders?

The Fyr-Fyter Company of Dayton, Ohio, has been looking into the problem and if their experience is typical, it may be safely said that the automobile in sales work is not an unmixed blessing. They have found the best way to sell their product is for a salesman to ring one doorbell after another. And traveling in an automobile is not always the best way for a salesman to ring a great number of doorbells every day.

In a letter to the sales force the company says: "We have kept a careful record of sales made by salesmen who use automobiles and salesmen who cover their territories without the use of an automobile. Our investigation shows that the salesman who does not use his auto sells 100 per cent more Fyr-Fyters every month than the one who uses his auto. These records were taken from our sales reports of 100 salesmen who cover town and city territories and does

not cover reports from salesmen who canvass the rural districts and farm prospects where an auto is a necessity."

This statement would seem to put a curse on the use of automobiles in any line of business where the salesman has many prospects to call on, particularly where the prospects are plentiful, at the same time admitting that the use of an automobile is an absolute necessity in calling on certain classes of trade.

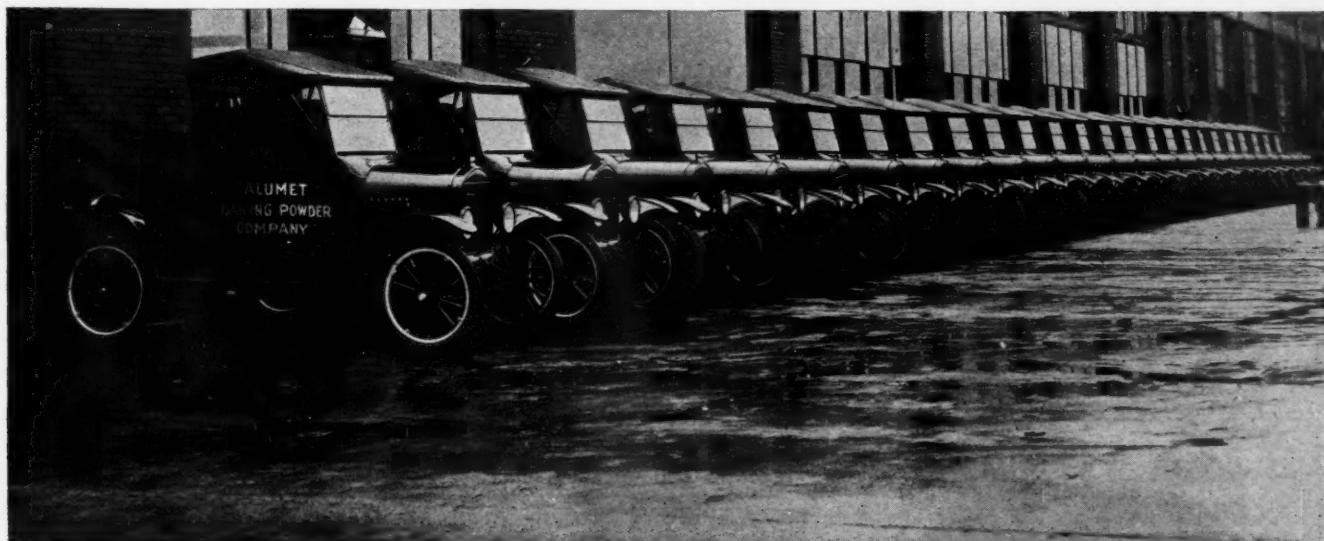
Passing Up Good Prospects

Getting down to specific instances, the Fyr-Fyter Company further states, "We have a representative of our company right here in Ohio who started several years ago. When he first started he did not own an automobile and was forced to make his calls by walking. His business kept on increasing, as he made it a rule to map out his territory and call on every business concern, large or small, without regard to the class of business. His profits kept on increasing until his earnings reached as high as \$700 a month.

"Then he purchased an automobile for pleasure use only. Within

a short time he formed the 'riding habit' and started to use his auto in making business calls. After he started to use his auto his sales dropped to one-half the former quota. We took this matter up with him personally and discovered that the cause for loss of sales was due to the fact that he was not calling on the same number of prospects daily as formerly. We induced him to go back to his original way of working his territory. Within one month his sales jumped up to the old time quota and since then he has kept up his old time average."

In checking up sales of one of the salesmen, a representative of the Fyr-Fyter Company made a trip to an eastern city to find out why this man's sales had dropped to about half his quota. This salesman had an office in the down town district and lived about three miles from his office. He left home at 8:45 in the morning and arrived about fifteen minutes later at his office. He did not start out to work until he had read his morning mail and read the paper. A check of his work showed that he averaged about four calls a day—on picked prospects.



These twenty-five brand new roadsters placed in service by the Calumet Baking Powder Company in January, bring the company's present fleet up above the two hundred mark and give one answer to the question at the top of this page

PENTON PUBLICATIONS



IRON TRADE REVIEW

Iron, Steel, Metalworking. Established 1883. Published weekly.

THE FOUNDRY

Foundry practice in all its phases. Established 1892. Published semi-monthly.

DAILY METAL TRADE

Spot news of Iron, Steel and Metal Markets. Established 1909. Daily, except Monday.

MARINE REVIEW

An International Marine publication covering shipbuilding, transportation, operating. Established 1870. Published monthly.

ABRASIVE INDUSTRY

The only publication devoted exclusively to the art of grinding. Established 1920. Published monthly.

POWER BOATING

Devoted to pleasure boats and power work boats. Established 1905. Published monthly.



Penton on the masthead of a publication is a guarantee to the advertiser of editorial aggressiveness, high reader-interest and sound circulation-getting methods.

The Penton Six—shown above—are good advertising mediums because they are worth reading every issue. You can't blanket any of the fields represented without them.

The Penton Publishing COMPANY

Penton Building

CLEVELAND OHIO

Member A. B. C. and A. B. P.

Until this man changed his habits and stopped wasting so much time in his office and chasing around in his car after picked prospects there was no chance for him to make his quota. Four calls a day simply would not produce enough sales to make the quota. Mileage doesn't always mean more sales. In fact, it seldom does.

The automobile in sales work is looked upon as a necessity in ninety-one companies which recently made a report to the St. Louis Sales Managers' Bureau, while only five claimed that an automobile in their sales work was not necessary, and sixteen reported that automobiles were necessary to some extent.

Results Show Variation

Opinion as to whether or not sales were increased by the use of automobiles was varied. Of the same group, which is mentioned in the foregoing paragraph, some reported sales increases as high as 100 per cent while others reported increases ranging from 20 to 40 per cent. Fifty-five companies were unable to estimate what the increase in sales had been since the use of automobiles in their sales department begun.

One company, which recently made an investigation of the methods used by salesmen in working territories, was astonished when it was discovered that many salesmen had no real system for covering territories. Too many of them would start out at the beginning of the week and work until Wednesday or Thursday and then suddenly make a long jump to a distant part of the territory for the purpose of closing a large order to bolster up the week's sales. So much of this was in evidence that the company requested all salesmen to work out a systematic route and to follow it carefully.

The salesmen who have the smallest territories and who sell staples—lines where the prospects learn to anticipate the salesman's visits at regular periods—usually cover their territories systematically. But commission men selling specialties, men who sell lines that are not purchased with regularity or at stated seasons, often make a botch of planning their sales work. This condition, it is thought by

many sales managers, is brought on by the ease with which a lot of territory can be covered quickly by an automobile.

One company sent out some men on foot to check up the work of its men in autos. It was found that the automobile men were skipping many prospects. The man who is on foot is not likely deliberately to walk past a promising prospect. But the man in a car finds it easy to say to himself that he must get across town to another prospect and that he will return later to the little prospect around the corner for his last sale.

"Making the most out of an automobile in sales work is a matter of careful planning, of systematic routing, and of constant checking the territory for overlooked prospects. If an automobile is going to encourage salesmen to pass up good prospects, it is a liability. If used to save time between calls, and to save time lost in waiting for trains, it is a great asset to any salesman," says the manager of a group of salesmen who travel in automobiles. "We do not hesitate to buy cars in territories where the work is suited for motor travel."

United Kingdom Buys Heavily from U. S.

American exports to the United Kingdom for the seven months ending January, 1925, amount to \$699,233,285, as compared to \$586,598,586 for the same period a year ago. This is an increase of \$113,000,000—almost 20 per cent. That the rate is still climbing is evident from the large increase in January exports, this year as compared with a year ago. Among the British overseas markets which are showing keen interest in American products are British India, where the sales of American products almost doubled in January, and New Zealand. Most of the other British colonies, including Canada, show a falling off in purchases from the United States, due no doubt, to the strenuous effort being made by British manufacturers to keep trade within the empire, an effort which will be further stimulated by the new government's policy of "safeguarding" the industries.

"Advertise Advertising" By Talks from KDKA

One of the most ambitious plans ever undertaken to popularize advertising is that which is being sponsored by the Advertising Club of Pittsburgh, Pennsylvania, in the form of a number of talks under the general heading of "Advertising Advertising." In order that more than a few hundred might enjoy these talks, which would ordinarily be the attendance at an Advertising Club meeting, the Pittsburgh Advertising Club has arranged through the courtesy and cooperation of J. C. McQuiston, advertising director of the Westinghouse Electric & Manufacturing Company, to have the talks broadcast from Station KDKA.

James O'Shaughnessy secretary of the American Association of Advertising Agencies, was the speaker for March 10, and Charles R. Wiers, president, the Direct Mail Advertising Association, for March 17. The three remaining speakers and the dates upon which they will talk, are:

March 24—J. C. McQuiston, "The Place in the Community of the Advertising Club."

March 31—Jesse H. Neal, secretary-treasurer of the Associated Advertising Clubs of the World.

April 7—G. Lynn Sumner, president of the Association of National Advertisers. The Pittsburgh Advertising Club has informed advertising clubs and associations in all parts of the world of the plan to broadcast these talks notifying the various club members to tune in on Station KDKA at the appointed time. It has been suggested that wherever possible radio parties composed of advertising men be organized so that the talks may be enjoyed by the club, rather than by the members as individuals. These talks have been scheduled at this time inasmuch as the advertising men throughout the world are interested in the convention of the Associated Advertising Clubs of the World to be held in Houston, Texas, May 10 to 15, and the talks will be of such nature that whether or not the convention is attended, there will be so much of value in the talks of these various men that none should be missed.



The Fixture Behind the Map System

Every Sales Executive appreciates the value of maps in an aggressive sales campaign. However, not every executive is familiar with Multiplex—the fixture behind the map system. Multiplex Map Systems have certain exclusive qualities with which sales managers should be acquainted.

Accessible

Just a flip of the finger brings every map before your eyes at the proper height—without stooping or stretching.

Convenient

Multiplex can be placed wherever desired—on the wall above your desk or on a floor stand beside it.

Cleanly

Multiplex Map Systems are hung in a vertical position and therefore cannot accumulate dust and dirt on the surface of the map.

Flexible

As your territory expands new maps can be added. You can't outgrow the Multiplex.

Adaptable

A special composition filler makes Multiplex adaptable to the use of map tacks; or, water colors may be used to indicate territories, etc.

Washable

Multiplex Map surfaces can be treated so that ink marks or water color tints can be removed without injury to the map surface.

Since we do not *publish* maps but furnish any of the standard makes, we are in a position to recommend the type of map best suited to your needs. It is wise, therefore, to have our representative call or permit us to send our catalog and price list.

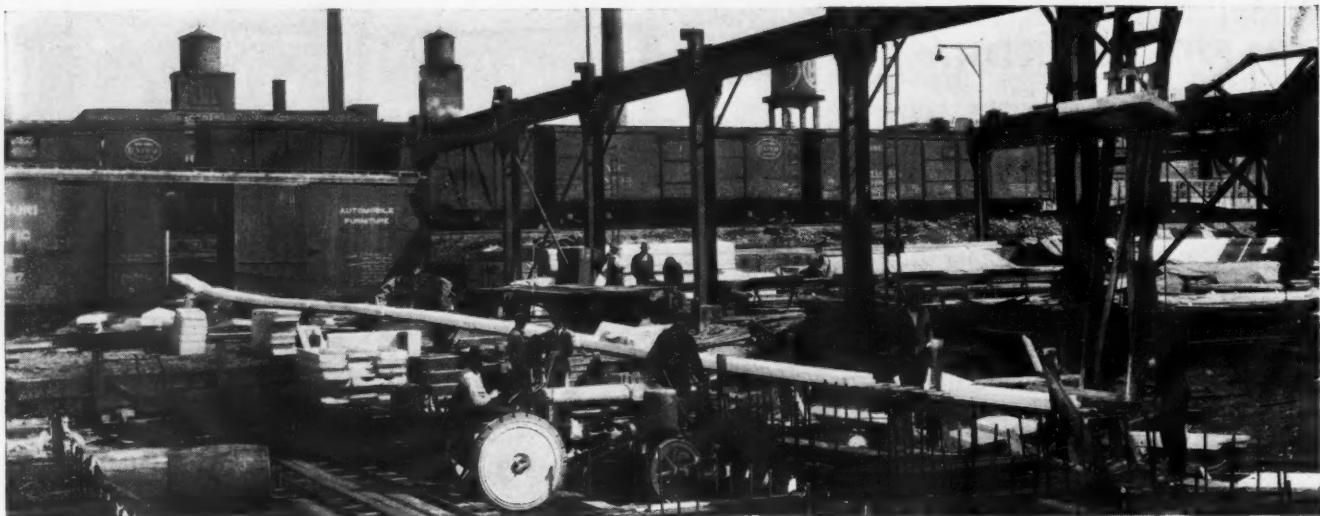
Multiplex Display Fixture Co.

925 North 10th Street

St. Louis, Mo.

Branches: New York, Chicago, Minneapolis, Los Angeles, San Francisco





The Architect Makes or Breaks Sales in the Building Field

But He Will Not Go to the Bat for Your Product, So It's Best to Sell the Owner and the Contractor as Well

By a Member of the Dartnell Editorial Staff

A SHORT time ago the newspapers carried a story to the effect that Albert Pick & Company of Chicago had landed an \$800,000 order for the equipment of the Hotel Roosevelt, New Orleans, now in course of construction.

The news item did not tell, however, that Albert Pick & Company came so close to losing the order that it wasn't even funny to them. In fact, they did receive word that one part of the contract amounting to more than \$100,000, had been given to another manufacturer before they awoke to the fact that their sales efforts were being directed to the wrong men.

I. S. Anoff, sales manager, cites the sale to the Hotel Roosevelt as typical of the problems one must meet in selling this division of the building market. "Three years ago," said Anoff, "we were advised that the construction of this new hotel would be undertaken. We had intimate

contact with the men who were financing the venture and felt that so far as a chance at the business was concerned, we had the inside track. During the time the preliminary work was done, and actual construction started, we directed all of our sales efforts toward these men.

"One day word filtered into Chicago that the contract for kitchen equipment had been awarded to another organization and we had

not even prepared specifications or a bid. It was a sad awakening, but we sent our best kitchen equipment sales engineer to New Orleans to investigate. It took him several days to find out that the financial interests did not care a whoop what went into the hotel. The man to sell was the manager of the operating company, and he had already been sold on other equipment.

"Our man went to the architect and asked to see the kitchen plans, and they were refused him. Then he went to the operating manager and told him that he would like to check over the plans. By adroit questioning he learned that the contract had not been formally awarded.

"By insisting upon the right of one engineer to help another if it were possible, he secured a set of blue prints of the kitchen, and sketched in the type of equipment he believed best. He took this to the manager, told

A Chicago Architect's Advice to Salesmen

THE best way to bring materials that are used in buildings to the attention of an architect's office is through a description well written, well printed on good paper, size 8½ x 11 inches, for permanent filing, describing the physical characteristics of the article, its durability, its appearance and its cost, and citing the places where it has been used, is the most convincing way to approach the man who is going to write the specification. It is his duty to his client to make an investigation and decide whether or not it is to the advantage of the owner to use the article offered.—C. Hodgdon, Coolidge & Hodgdon, Chicago.

his story, pointed out the saving of some \$10,000 it would effect, and landed the order for us. At the same time he learned that the other equipment had not been purchased and wired Chicago for other sales engineers. They checked over the plans, consulted with the architect and operating manager, and presented specifications for the entire hotel. They worked out color schemes, mural pictures and interior decorating, and did it so well that the entire contract was awarded us."

The experience of Albert Pick & Company is typical of dozens of other concerns which have made an unusual success in selling the building market. The most important factor, in their opinion, is getting to the right men, and they concentrate their sales efforts on this phase of the work.

Sell the Owner and Architect

"We travel fifty-two men in all parts of the United States, excepting the Atlantic and Pacific Coasts," said Mr. Anoff. "Their one duty is to keep in touch with the architects and owners. As soon as one of these men finds who is going to be the architect of a new job, he wires us to send on a sales engineer, officiates at the introduction between these two men, and then drops out of the picture. This we believe is vitally necessary in selling special equipment to the building market.

"During the past few years the trend in building of apartments and residences has been toward the saving of space. Manufacturers of built-in equipment, such as ice machinery, clothes closet hangers, door beds, and the like, find that there are two factors here to consider, the owner and the architect. 'The thing to do,' said the sales manager for the White Door Bed Company, 'is to get hold of the owner and sell him so thoroughly on your equipment that he will tell the architect to specify it—but at the same time let the architect know you are alive.'

"A few months ago a real estate

owner in New York City decided to build a large apartment house on Riverside Drive. Our man was tipped off and went to the owner direct and sold him our idea on the efficiency of space saving equipment. He pointed out that the big demand was for apartments of smaller size, and that this sort of construction permitted a larger number of income-producing units under one roof, than the large six and seven-room apartments to be found in other apartment houses on the Drive.

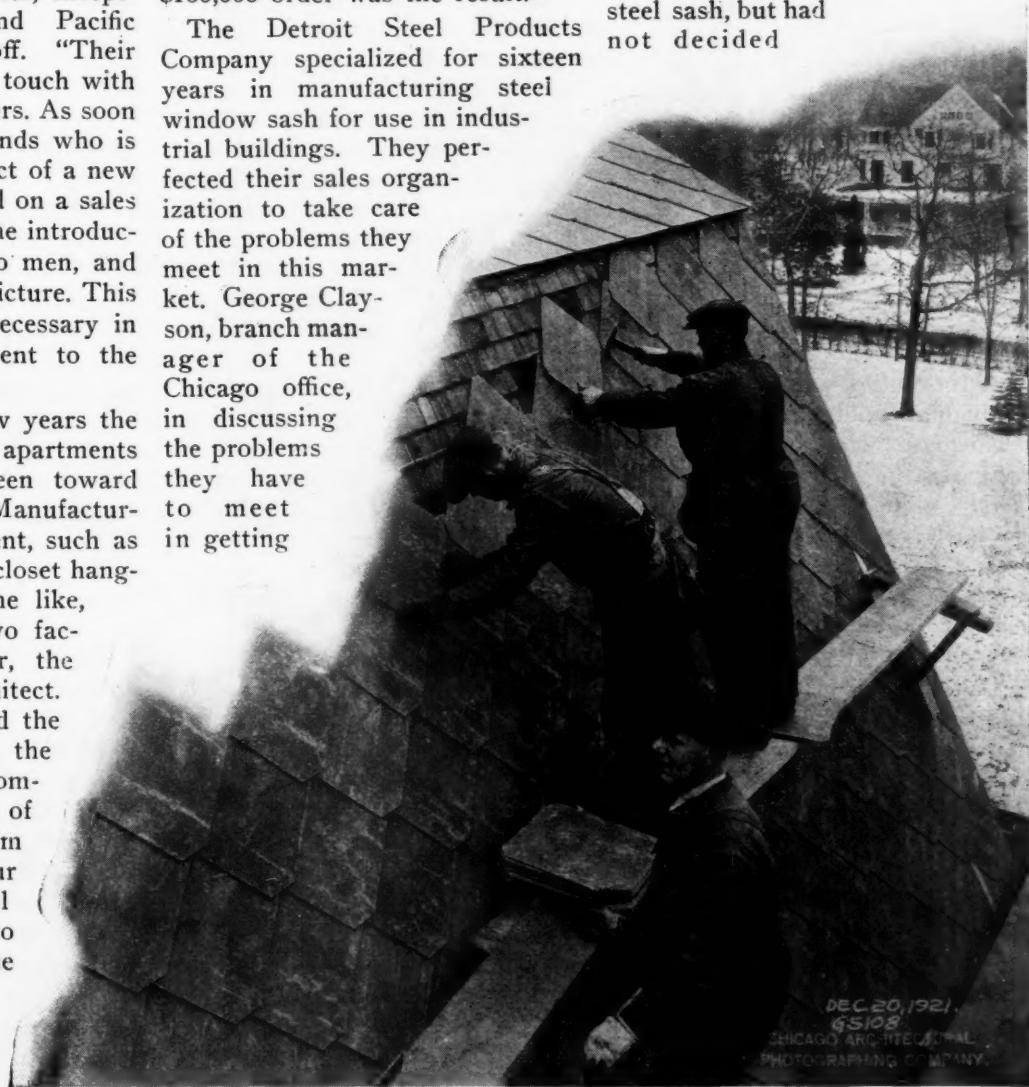
"Mind you, when it comes to installing this type of equipment, it entails special construction, and if the plans have already been drawn and the architect is crabby about making a change, the sale is much more difficult. The big factor then is to get to the architect and the owner before plans are really prepared. In this case the owner instructed the architect to allow for our equipment and a \$100,000 order was the result."

The Detroit Steel Products Company specialized for sixteen years in manufacturing steel window sash for use in industrial buildings. They perfected their sales organization to take care of the problems they meet in this market. George Clayton, branch manager of the Chicago office, in discussing the problems they have to meet in getting

this business said, "The place to start after an order is with the architect. For instance, a report that I receive weekly, lists the building projects contemplated, and in many instances names the architect. These reports are turned over to our salesmen, who work with the architects. Here is a typical example. Just a few days ago word was received that a manufacturer in Chicago would erect a new addition to his plant. The report did not carry the name of the architect.

"I called the manufacturer's office and confirmed the report. I then asked for the name of the architect. Then I went to the architect's office and suggested that he probably had in mind specifying steel sash for the building, but I wanted to make sure, and to offer at the same time the help of our organization in the problems which might arise.

"The architect knew about steel sash, but had not decided



There is a vast market for materials used to modernize and to repair and rebuild old homes

whether to specify it. It was up to me to try to convince him, but all I could do did not seem to win him over. After I left his office I went to the office of the manufacturer and secured an interview with him. I told him about steel sash, about its effect on his insurance, its lasting qualities, and so on. Finally I told him that we had a subsidiary organization that did nothing but install our steel sash, and that this facilitated the general construction. He was sold on the idea and called the architect, giving him instructions to look into it and if my claims were substantiated, to specify steel sash. As a result we secured a very substantial order that might easily have been lost because the architect was not sold. All of our men who work on industrial sales, follow up the architect, then the owner, and if it is an open contract, go after the building contractor too.

The procedure in selling the industrial market, however, is much different than that of selling the individual builder of residences. Not so long ago the Detroit Steel Products Company decided there was a market for a steel sash for use in the building of residences and apartment houses.

"We found," said an executive of the company, "that we could not go after this market in the same way we had after the industrial market. It was a case of developing a dealer organization, and we augmented local dealers by putting on additional salesmen, whose only job is to roam around the city keeping their eyes open for indications of building activities in residential and apartment districts.

"Tips filter through the trade rapidly. Our Chicago salesman

just last week talked with a builder of apartment houses who suggested that he see another builder on the other side of the city who was starting work on fifteen or twenty two-flat buildings. It took our salesman several hours to locate him. His office was just a little two-by-four place littered with plans and sketches.

"Yes," the builder admitted, "I am going to start some buildings as soon as the ground thaws."



The labor problem in the building field creates a market for many labor saving and process simplification devices

"It's a pretty good time then to consider steel sash for your basement and casement windows," suggested the salesman.

"Never heard much about it," was the answer, and that started the ball rolling.

The salesman spent an entire afternoon with him, and the next day took him to Detroit to visit the factory. He landed an order totaling almost \$30,000 from this builder, who was really planning to put up 250 flat buildings instead of fifteen or twenty. The problems that sales executives

encounter in this market are emphasized by the many factors that control the buying. The general trend seems to be to make the architect the last word, and where he appears to be somewhat uncertain, to get the owner to specify by name the product being sold. The usual procedure is to name two well known products, and then tack on the words "or equal," which permits the contractor who has secured the bid to suggest the merchandise or equipment that he favors, and perhaps get a cut in price.

The importance of establishing a product firmly in the minds of the architects is illustrated by the sale recently made to a club in western Illinois of an ice making machine. In connection with the ice machine an electrical motor had to be used. Each architect has some consulting engineer with whom he works on technical products. In this case the committee in charge of purchases for the club had specified a motor made by a Chicago manufacturer.

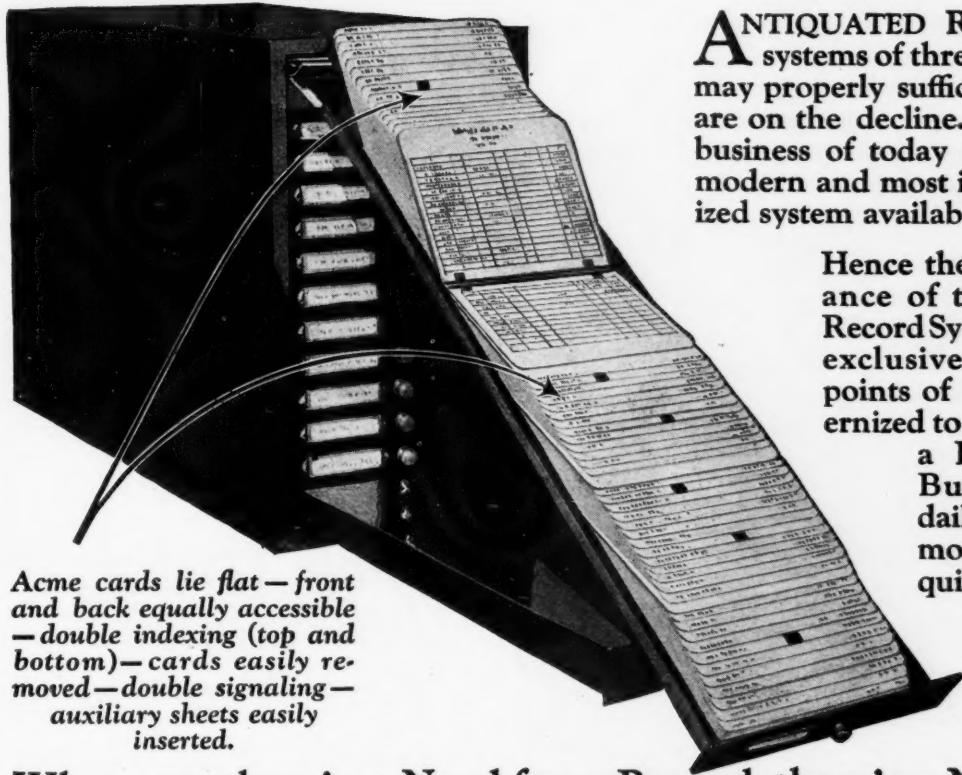
When the architect and consulting engineer received this word, they refused to approve the order, and the representative of the manufacturer went to see them. "We never heard of your motor," was the story they gave him. "Well, why don't you investigate it?" was his reply. "We've sold the house committee on its qualities, and the only reason you don't approve the specification is lack of knowledge."

The ice machine had been delivered to the club site and was ready for installation. The sales representative knew that it would take several weeks to get another type of motor, so played his cards accordingly. "I don't think we

(Continued on page 498)

ACME

VISIBLE RECORDS EQUIPMENT

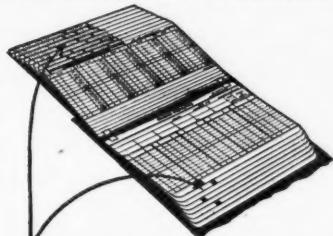


Acme cards lie flat — front and back equally accessible — double indexing (top and bottom) — cards easily removed — double signaling — auxiliary sheets easily inserted.

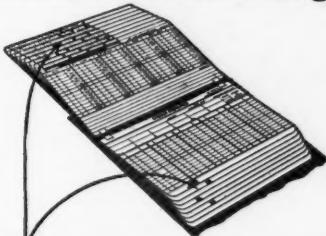
ANTIQUATED Record Systems — systems of three or four years ago may properly suffice for firms which are on the decline. But the growing business of today calls for the most modern and most intelligently organized system available.

Hence the universal acceptance of the Acme Visible Record System with its twelve exclusive and outstanding points of superiority — modernized to the very minute by a Record Research Bureau which is in daily contact with the most complicated requirements of leaders in every line of industry.

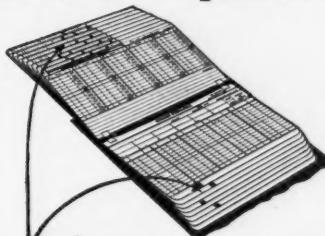
Wherever there's a Need for a Record there's a Need for Acme with its 12 Exclusive and Outstanding Points of Superiority



Flip the card and read the record. The simple Acme Signal System serves to indicate wanted information at a glance.



Cards operate on steel hangers — easily removable. Absence of card when removed is easily apparent with Acme system.



Two cards can be placed on one hanger. Also Acme auxiliary sheets will provide a four fold record when desired.

ACME CARD SYSTEM COMPANY

Offices and representatives in most principal cities
116 South Michigan Avenue, Chicago

Get the Acme Book of Record Facts

This book reflects the accumulative experience of years of record work, and offers a world of constructive suggestions for the Cost, Credit, Production, Stock, Sales and Executive Departments. Pin the coupon to your letterhead and a copy will be mailed.

ACME CARD SYSTEM COMPANY,
116 S. Michigan Ave., Chicago

SM 3-25

Have Representative call. Mail Catalog.
 Send detailed recommendations by mail on handling

..... records.

Sample forms enclosed.

Name

Address

By

Dartnell
Advertising
Agency
Guide

1925

Dartnell

Bound in
cloth, 6 x 9 $\frac{1}{4}$
inches in size, 200
printed pages, listing
more than 360 recognized
advertising agencies in the United
States, Canada and Great Britain.

*A revision of Dartnell Report No. S. 75 on
Advertising Agencies, first published in 1920*

The Dartnell Advertising Agency Guide 1925

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Working With the Agency From Your Advertising

SECTION V

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Some Useful Information This New Guide Gives You

THE Dartnell Advertising Agency Guide for 1925 came off the press December 1st. In it are given heretofore unpublished facts about 360 recognized advertising agencies; who the principals are and what their advertising experience has been; the most successful campaigns conducted by the agency; fields in which it specializes; size of organization and number of accounts handled, with a list of principal accounts and other useful information. The listing of agencies is preceded by a seventy-page editorial section giving tests, check-up methods and suggestions which an advertiser can use in dealing with his agent.

Put New Orleans on that List!

From the pen of Jason Rogers, formerly editor of the New York *Globe*, now publisher of the *Advertisers' Weekly* and generally regarded as a foremost authority on markets and media:

"Louisiana stands out as one of the great high spots in the South for successful selling.

From every standpoint Louisiana and its principal city, New Orleans, offer wonderful opportunity to the manufacturer seeking new sales or greater sales from a people able to buy.

New Orleans, commanding the entrance to the Mississippi river and transportation by rail throughout the great central part of the country, holds a place in the economic progress of the *nation* quite as important as New York on the Atlantic or San Francisco on the Pacific.

New Orleans is one of the most individually characteristic cities of the country. There is none other like it in many ways. It is individual. It is rich and prosperous and people there have money to spend.

Through *The Times-Picayune* you can cover the first market of the prosperous South at one cost.

The Times-Picayune

Representatives: CONE, HUNTON & WOODMAN, Inc., New York, Chicago, Detroit, St. Louis, Kansas City and Atlanta; R. J. BIDWELL Co., San Francisco and Los Angeles.

Saunders Norvell Laughs at the "My Business is Different" Idea

Says Big Problem is to Find the Men Who Are Really Making Your Profits and Then Give Them a Chance

THE announcement in Sales Management for February 21 that Saunders Norvell and Herbert D. Robbins had bought control of the old-established pharmaceutical house of McKesson & Robbins, caused the eastern editorial office to prick up its ears. It will be remembered, perhaps, that Mr. Norvell, after a number of years of experience with the Simmons Hardware Company, bought the control of the Shapleigh Hardware Company in St. Louis, and made the resulting Norvell-Shapleigh Company one of the most prominent concerns in its field.

As a matter of fact, between 1901 and 1911, the sales of the company increased at the rate of \$1,000,000 a year. Then, just when everybody had become accustomed to classifying Mr. Norvell as an outstanding figure in the hardware business, he bought an interest in McKesson & Robbins, a concern in an entirely different line, and started the process over again, with a success that is evidenced by his gaining control of the company.

Hardware and Drugs

An experience like this, in two distinct fields, is so unusual that the eastern office of Sales Management made a special effort to secure an interview with Mr. Norvell, and to ask him if he found the policies that brought success in the hardware field equally applicable in the drug and chemical business. In spite of the fact that he was extremely busy with problems of reorganization, and was in the process of moving his offices into the bargain, Mr. Norvell consented.

The interviewer's first question, however, brought forth a smile and a twinkle of the eye. "A hardware man?" he remarked. "I suppose so. Many people will persist in forgetting that I have been in the drug and chemical business

eleven years—since 1914, just before the war, in fact. After serving that apprenticeship, I think I ought to be accepted now as a fairly experienced drug and chemical man.

"And anyhow, I think I am entitled to a little consideration in that character, for my connection with the drug business goes back many, many years. My wife's father, Mr. Leonard Matthews, still living in St. Louis at the age of 96, was a wholesale druggist, and sold out in 1864 to the Meyer Brothers Drug Company, now one of the largest wholesale drug houses in the country. So at any rate, you might be able to claim that I have a drug background, at least by marriage.

Same Principles in Diverse Lines

"Speaking seriously, however, any well-established, going business in a great and prosperous country like the United States, is a franchise. When a business has been running for almost 100 years, like McKesson & Robbins, this business, its name and trade-mark, is a very valuable franchise. That is the big factor—not the question as to the particular line it is identified with. Every business that has become established in that sense has plenty of brains connected with it that are capable of carrying it along. The problem is to give them a chance.

"Now this business—in the drug field—is being operated successfully on exactly the same simple plan that we adopted in connection with the Norvell-Shapleigh Hardware Company. The basis of it was pretty well expressed by my old boss, E. C. Simmons, president of the Simmons Hardware Company. 'I am one of the most generous men alive,' he used to say, 'If any man will make a dollar for me, I am willing to give him twenty-five cents.'

"In other words, it is simply a question of singling out the men who really do make money for you

—the young, intelligent, enterprising men who are responsible for profits—and giving them a share in the management as well as in the profits. We did that in the hardware business, forming our board of directors of the enthusiastic young men in the organization, who had won their spurs as department managers by everyday contact with the actual problems of their own business.

"As the business prospered, we divided the profits with these young directors, and with the heads of departments not on the directorate as well. We gave these men the freest possible rein in handling the business. They had a real incentive to work hard, and to use their brains for the benefit of the business. And exactly the same plan has been followed successfully in the business of McKesson & Robbins. There is nothing mysterious about it, and it is no novelty. The fact that it works as well in the drug business as it did in connection with hardware simply goes to show that it is based on a sound business principle. It will work equally well anywhere—if applied with sound judgment. That, however, is a fairly big 'if.'"

Plans for establishing a nightly air mail service between Chicago and New York City have been announced by Postmaster General New. The new service will be placed in operation on or before June 1. Planes will leave both cities at 9:30 each night, scheduled for arrival at their respective destinations by 5:30 the following morning in time for the first mail delivery.

This service will be supplementary to the present transcontinental line, planes of which leave New York City at 10 o'clock each morning for the western coast and arrive from the west every evening.

The new fast service is being established in the belief that business and other interests, which have a vital need for overnight service between America's two greatest cities, will supply a volume of mail great enough to support the service. Postage will be eight cents each way for ordinary mail.

When Father Buys

by George H. Sheldon
of Thresher Service

HE knows what he wants. It's his boast that he never shops. ¶ If you would enjoy Father's trade, your brand name must be firmly fixed in his mind before he enters the store to make his rapid-fire purchases. ¶ May we tell you how we can help you sell Father?

THRESHER SERVICE INC.

Formerly Williams Agency — Founded 1897



136 Liberty Street, New York City
Telephone Rector 7880 ~ Cable Flailad

Can You Talk to Carlos Fernandez?

YOU talk every day to John Smith, Tom Brown and Bill Jones through your hard-hitting, common sense sales messages. John and Tom and Bill buy your products because they understand what you are saying.

— but how about Carlos Fernandez, Juan Mendez and Hop Sing? Foreign countries are teeming with people who need your products and are able to pay for them. Carlos lives in Mexico—Juan and his family buy American-made goods in Argentina—and Hop Sing opens his letters in Hawaii.

Our complete mailing lists take your messages into the offices and homes of your logical prospects in every country of the world. And we transform your selling ideas into foreign words and phrases that really sell your products to foreigners.

May we tell you more about selling in the biggest field of all—the world?

JOHN MURRAY, Incorporated

Foreign and Domestic Mail Merchandising

407 South Dearborn Street, Chicago



BETTER SALES LITERATURE



A Department by S. Roland Hall

DeLaval Knew Dealer Psychology When They Made Their Calendars a 50-50 Proposition

YES, the cooperative plan can be applied to business advertising that both manufacturer and retailer are interested in distributing. Instances have been recorded in this department of how style books and other literature have been circulated all the more effectively because dealer and manufacturer shared the cost.

A number of manufacturers are also getting extensive distribution of calendars by the cooperative plan. The DeLaval Cream Separator Company seems to have been one of the first concerns to operate this plan. For years it had been very aggressive in its farm magazine advertising, but there wasn't room in this advertising to tell the reader the name of a nearby DeLaval dealer; the list would have been too long. On the other hand, to use local newspapers throughout the country meant too great an expense, for this advertiser had to reach even the

country villages. How could the rural reader, after becoming interested in the DeLaval Separator, learn who handled it locally?

The calendar plan seemed to be the solution and the manufacturer made a proposal to his dealers to furnish an attractive calendar if they would share the cost. This plan was continued by the DeLaval Company year after year, the calendar running to a very large edition. Calendar selling was made an important part of the DeLaval salesman's work. At last reports, the distribution of the cooperative calendar was regarded as being the needed link in the company's advertising campaign.

The Alpha Portland Cement Company has carried out a somewhat similar plan, but on a different basis. It markets a 12-sheet calendar and charges dealers the full cost. No Alpha Cement advertising appears on the calendar, however, unless the dealer elects to name Alpha Cement in his business card as one of the products he

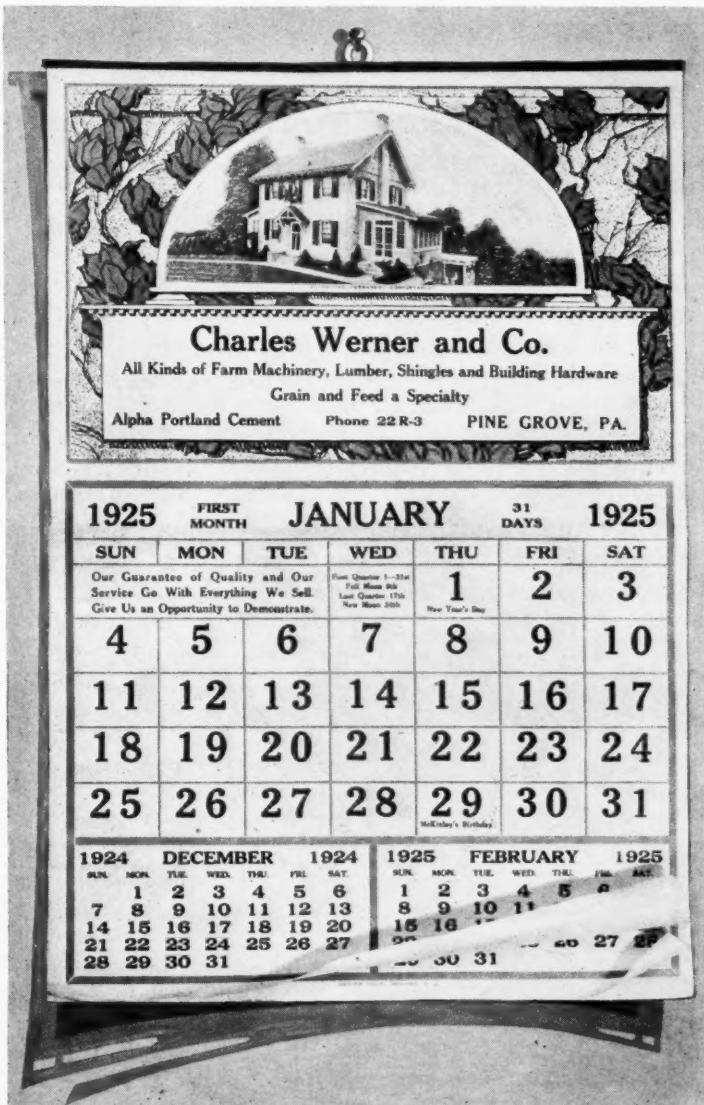


Exhibit 1. Good type of 12-sheet calendar furnished on the cooperative plan to building material dealers by a Portland Cement manufacturer. Each sheet contains a pictorial message

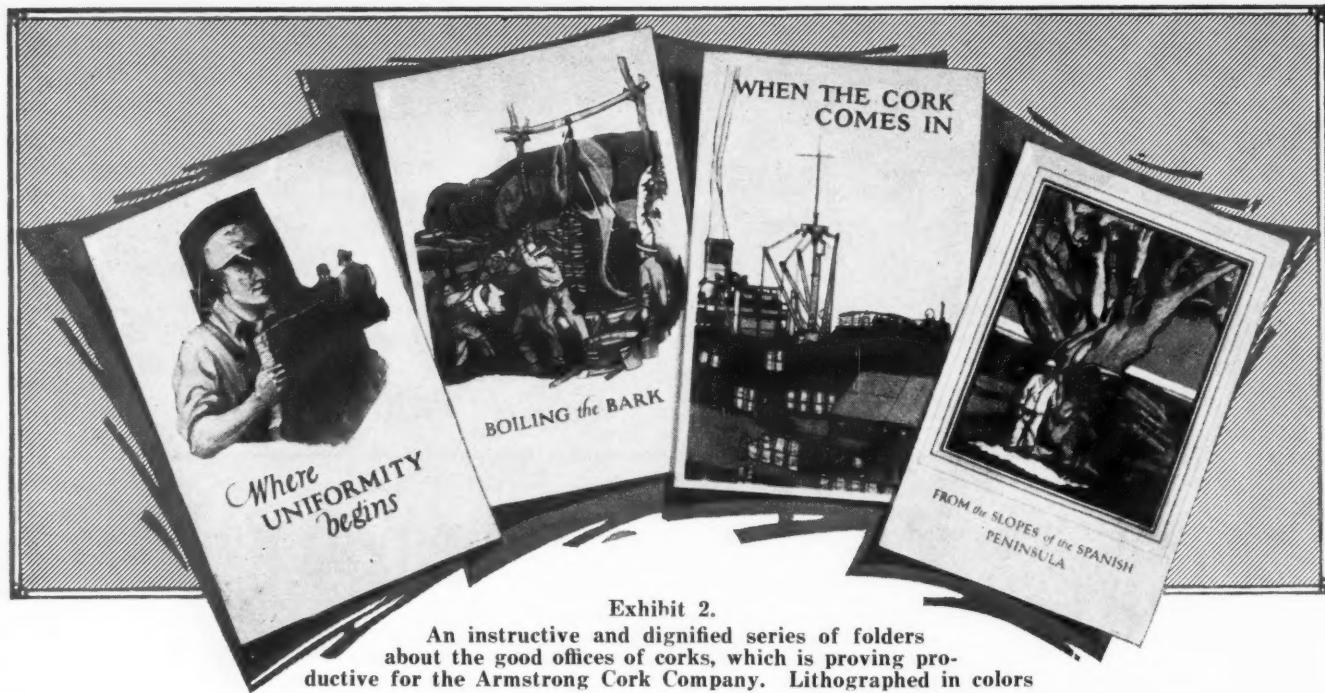


Exhibit 2.

An instructive and dignified series of folders about the good offices of corks, which is proving productive for the Armstrong Cork Company. Lithographed in colors

handles. Usually he willingly does that. See Exhibit 1. The argument of the cement company is simply this:

"We learned years ago that many of our dealers were buying stock design calendars—pretty milk-maids attending to their duties by the glow of the setting sun, fond lovers paddling canoes over placid lagoons, and the like. There were no building messages to these calendars. The pictures were those that the grocer or the ice man might send out. So we concluded that we would get up a very practical type of calendar with real building messages on it. We do this on the basis of a large quantity and supply you a calendar at about half the price you would pay if you bought them direct from the maker. We won't put our trade-mark or package on this calendar. Our name won't appear anywhere unless you include the words Alpha Cement in your business card as one of the products you handle. We hope you will do this, but you can decide about that."

For eight years the Alpha Portland Cement Company has been successful

in marketing a good-sized edition of the dealer calendars on this basis, and that, too, in face of the fact that other companies in their field give calendars to dealers free of charge. Salesmen are not asked to take any part in the selling. The work is done entirely by mail. The average order from a dealer is about 350 calendars.

The Larrode Milling Company of Detroit is carrying out a similar plan among feed dealers. Exhibit 9 shows how the plan is presented in the dealer house organ, "The Larro Dealer."

Experience indicates that when a dealer cooperates in a plan of this kind—whether he pays one-third, half, two-thirds or the entire cost of the material—there is a thorough distribution of the

material. It is rare, on the other hand, that advertising material supplied free to dealers is thoroughly distributed.

THE lowly cork and its many uses have been the cause of much discussion and a little humor since the day Mr. Volstead sprang into prominence.

But the cork is no joke to the big and enterprising concern known as the Armstrong Cork Company of Pittsburgh, Pennsylvania. This concern has published much interesting and instructive literature dealing with cork products. Now it has produced a remarkable series of eight lithographed folders, in beautiful colors, dealing with the history of cork from the time it comes over

the slopes of the Spanish Peninsula, laden on the backs of donkeys, down through the various processes of production until the "Keen eyes and nimble fingers" (the title of one of the folders) of trim-looking girls inspect and sort the corks to see that every one is ready to do its full duty by the customer. See Exhibit 2.

A query about this handsome series of



Exhibit 3. Cartoon of the unprofitable cow as a lady of leisure

folders brought the following information from the Armstrong Cork Company:

"These folders are being mailed at intervals of six weeks to

1. All of the retail druggists in the United States;
2. All manufacturers and bottlers of liquid products who are now using our goods;
3. Worth-while manufacturers and bottlers of liquid products who are buying elsewhere.

"It was our original idea to direct this campaign to the retail druggists alone to accomplish the following results:

1. To fix in the minds of all retail druggists the various labels which identify the six different grades of Armstrong's Corks.

2. To acquaint druggists further with the marked superiority of Armstrong's Corks and to emphasize the importance of buying corks that are carefully graded and always of uniform quality.

3. To insure druggists getting corks of uniform quality by urging that they specifically order Armstrong's Corks and make certain that the Armstrong labels appear on the bags.

4. To lessen the sales resistance encountered by jobbers who are handling Armstrong's Corks, and to make the selling of these goods that much easier.

"As the folders crystallized, however, we felt that they could be sent to all users of corks to advantage, and we followed along this line.

"So far the results have been away beyond our expectations. Almost without exception the wholesale druggists have been very high in their praise of our efforts and we have supplied them with thousands of the small folders which they are sending out with their invoices, statements, etc., to identify themselves as

handlers of Armstrong's Corks. Likewise, several hundred of the retail druggists have taken the trouble to write us, complimenting us on the effectiveness of the folders and incidentally saying a good word for our products. Furthermore, three or four articles on the growing and manufacturing of cork have appeared in manufacturers' house organs, all of which were prompted by the campaign. You will note we are making no

of interesting folders sent out by the Larrode Milling Company, depicting the lazy cow and the farmer putting in unprofitable labor on her account. It is said by the advertiser that this series has been unusually well received by the dealer trade and the owners of cows.

EVERY now and then the question arises of the large catalog vs. special bulletin advertising.

Sometime ago, in order to determine the modern trend among retailers as to catalog and seasonable bulletin advertising, this writer addressed a letter to a number of representative stores scattered throughout the United States.

The replies received, and other data on this subject, indicate that the tendency is in the direction of special literature dealing with departmental or seasonable goods that group well together, rather than the issuing of large, bulky catalogs. A number of stores replied frankly that they did not believe in the value of general catalogs, or that their experience in this direction had been unprofitable.

It is evident that large stores, like Marshall Field & Company, Chicago, have more opportunity to realize a profit on catalog productions. Even this concern does not issue a general catalog, but publishes a number of smaller catalogs on departmental, timely, and seasonable goods.

Marshall Field & Company has adopted a standardized page size of 9½ by 13 inches for all of its catalog productions, with the exception of the one on automobile accessories. The argument is that this size enables the placing of the illustrations in such a way as to give the most attractive page. Practically all of this concern's



Exhibit 4.
The handsome bi-monthly house organ published by Marshall Field & Company, and a sales convention program that was distributed also among the larger customers of the manufacturer

direct play for orders, so it will be rather hard to trace the result."

SO much of business literature has to be serious that it is worth while now and then to introduce a slight touch of humor.

The big problem of the Larrode Milling Company is how to convince all farmers of the profit in good cows and good feed. This company can show by figures that it pays to maintain a good herd and to feed the cows well. Nevertheless, there are still thousands of farmers who keep their "scrubs."

Exhibit 3 shows one of a series

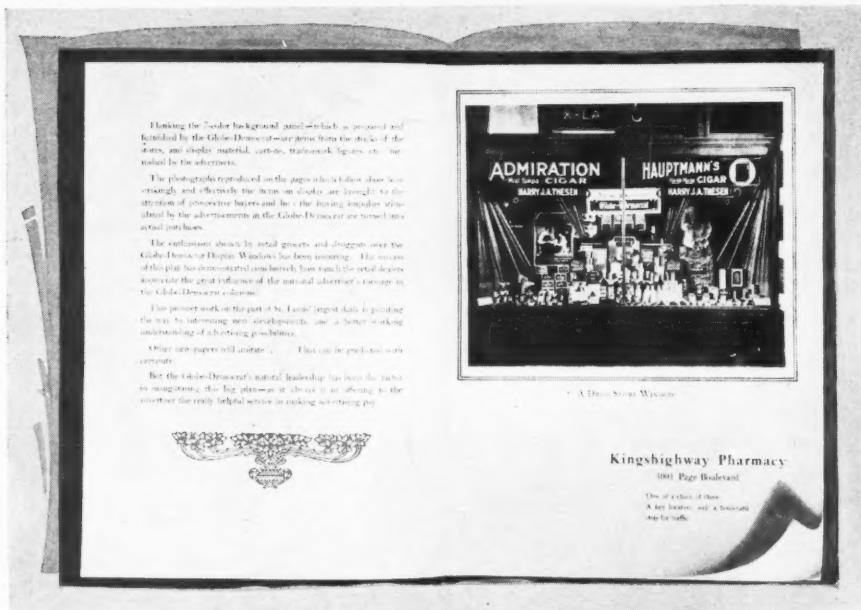


Exhibit 5. The St. Louis Globe-Democrat has developed a most interesting business story called "The Globe-Democrat Plan of Securing Window Displays in St. Louis Drug and Grocery Stores for Advertised Products"

publications are specialized, and an appropriate mailing list is maintained for each classification.

Marshall Field & Company also issues a house organ for its patrons entitled "Fashions of the Hour," which is mailed every other month—Exhibit 4.

While a large part of the magazine is devoted to proper clothing for men, women and children, for the many varying and different occasions, there are sections also on linens, millinery, silverware, furniture, underwear, cooking utensils, tapestries, jewelry, luggage, hints on entertaining, and the like. One of the most attractive pages of "Fashions of the Hour" is entitled "Little Things Noticed on a Walk Through the Store." On this page are played up in a newsy, attractive way short items such as those reproduced below:

The summer sweater or white tennis frock steps jauntily on the sands, when belted by a white kid crush belt, lined with satin and fastened by a smart covered kid buckle. They come in three sizes: 4 in., 3 in., and 2½ in., priced \$3, \$2.50, and \$2.25. Another in perforated white kid is \$1.75.

First Floor, South, State Street

It is well to go to one's first party armed with a fan. Extremely festive and gay are little marabou or feather fans on decorated wooden sticks; whether they are of white, pink, blue or sprinkled with tiny rosebuds, they spell party, as surely as does ice cream, Paul Jones or pink lemonade. Priced, 75 cents, \$1.25, \$1.50

or \$3. These are from a collection of fans which come in a wide variety of colors and sizes.

First Floor, Middle, Wabash Avenue

The only safe way to transport your pet perfume on a journey is in a little bobbin-shaped perfume container in jade, lapis, blue or amber galalith with a pendant tassel, to go inside your pocketbook, 50 cents.

First Floor, Middle, Wabash Avenue

Hang your best clothes at the very beginning of the trip in a muslin or cretonne bag, which opens conveniently from the front, and you will step off the train as perfectly groomed as when you boarded it. These bags come in muslin, \$1, and in cretonne of various gay designs, \$1.25.

First Floor, North, State Street

The Duffy-Powers Company, Rochester, New York, does not issue a general catalog. The only large circulars used are bulletins of gift goods, sent out at the Christmas season, and occasional sale broadsides mailed to a selected group of customers.

In answering the questionnaire referred to, the L. S. Donaldson Company, Minneapolis, Minnesota, gives the following information:

"We have found it most profitable to send out catalogs each season—Spring, Early Fall, Holiday, and January White Sale.

"We have found that a catalog 7½ by 10¼ inches is a convenient size for handling and reasonably satisfactory for display purposes.

"Our catalogs are mailed to a general list of out-of-town customers in the surrounding communities, and we usually depend on our customers for new names. These are obtained by providing new customers with blanks on which to fill in names and addresses of their friends, which they are always glad to do without cost. This type of name is almost always good, because there is no financial reward offered to encourage the sending of fictitious or useless names.

"Our experience in sales results from our catalogs is fairly general—ready-to-wear goods predominate in sales, with silks, shoes, hats, gloves, hosiery, etc., following. We believe that catalogs properly

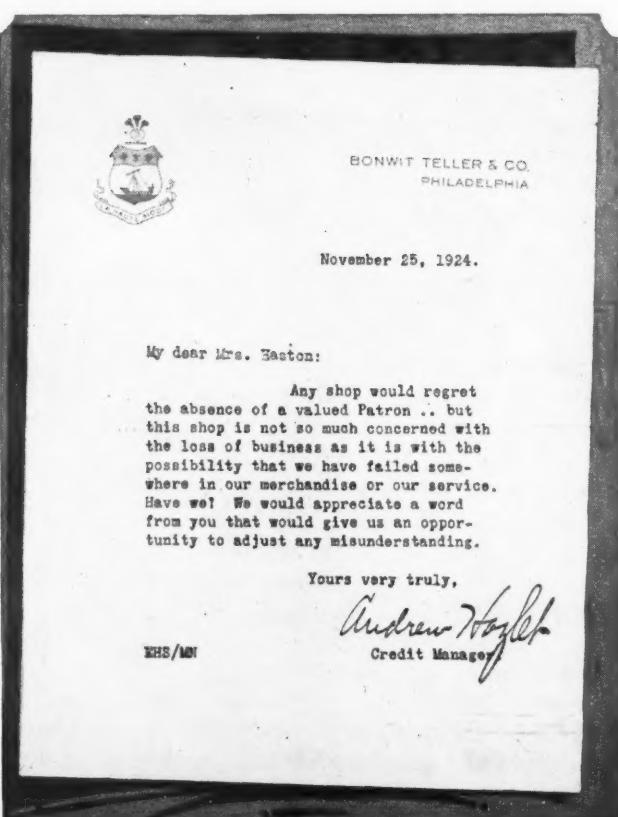


Exhibit 6. An appropriate letter, on embossed stationery, to the customer who hasn't been around for some time

merchandised and gotten up to cover a certain objective are well worth their cost. Our catalog expense is approximately nine per cent of the net sales of the mail order department. This, of course, does not include the business that comes in over the counter, which it is practically impossible to compute."

Luckey, Platt & Company, of Poughkeepsie, New York, do not send out an annual catalog. Four or five times a year this concern sends out a direct mail advertisement to a list of approximately 25,000 customers who buy by mail from time to time.

One of the large retailers of the far West, the A. T. Lewis & Son Dry Goods Company, of Denver, Colorado, does not issue a general catalog. Commenting on general catalog advertising this firm goes so far as to say:

"We do not believe catalog advertising is generally profitable for the department store, for the reason that the store cannot compete with the big mail-order houses carrying enormous stocks of regular catalog goods, either in the completeness and expertness of the descriptions and illustration in the catalogs, or the price of the merchandise. Furthermore, the average department store would not carry the class of merchandise advertised in the mail order catalogs."

The direct literature of this retailer is confined to "bargain bulletins," sent out about once a month, or at any time when the store has a number of seasonable or specially priced items to offer, and to a monthly booklet called "The Shopper." This booklet is a twelve-page affair, attractively illustrated, the covers of which are in color. The inside pages are also effectively illustrated, though printed only in black on white, smooth-finished stock. The pages

are $6\frac{1}{4}$ by $9\frac{1}{4}$ inches. The firm considers "The Shopper" more a means of bringing the out-of-town customer into closer relation with the store than a business-getter. It is mailed monthly to a picked list of 10,000 customers. Names and addresses for the "bargain bulletins" are secured from county telephone directories, from county clerks' offices and other sources.

COPPES BROTHERS & ZOOK, Nappanee, Indiana,

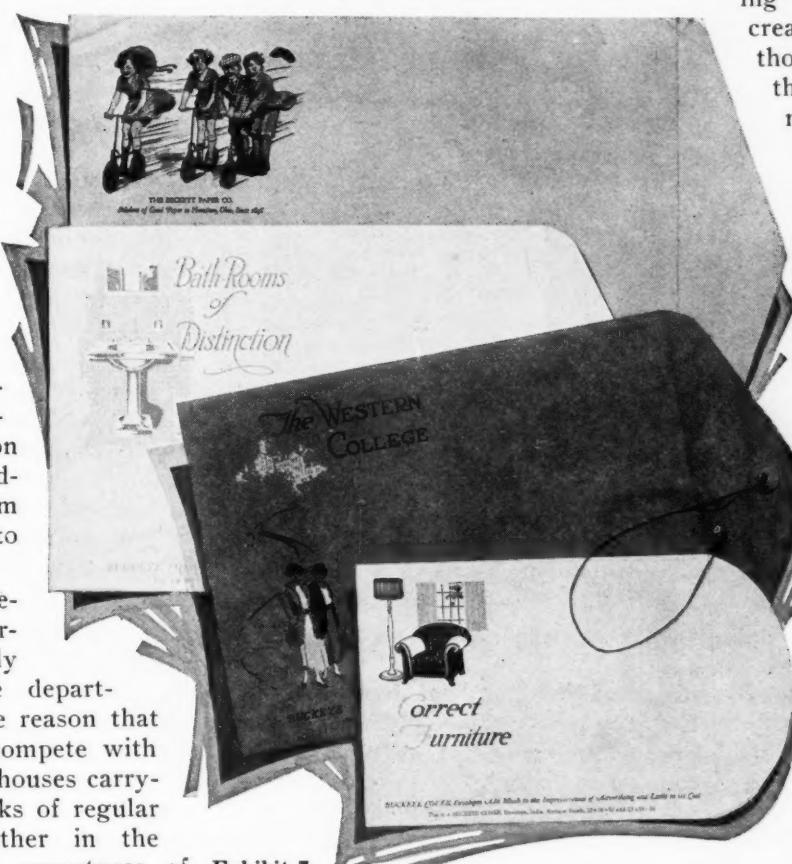


Exhibit 7.

A handful of envelopes from the Beckett Paper Company, that illustrates the broad possibilities of using the envelope as an advertising medium. The illustrations are in color

prepared an unusually attractive program for their annual sales banquet in 1924. Apparently the entire sales force was pictured, for there were a number of pages devoted to half-tone views of the men.

Exhibit 4 gives a general view.

It occurred to Mr. F. S. Fenton, the general sales manager, that such a document could serve a purpose other than that of making the men of the organization feel that their convention was worth while. So an outside distribution was arranged. Mr. Fenton says: "The program was distributed

with the place cards at our annual banquet and a quantity was mailed out to the general managers of the large stores with whom we deal throughout the United States. The reaction was wonderfully good in both cases. Our men feel that they are working for an organization which does things right, and these annual souvenir programs are treasured by all of them. The reaction by our big dealers is also very good. Without exception they comment to us favorably concerning it and we find that it creates in the minds of those gentlemen the idea that they are doing business with a high grade concern."

NEWSPAPER publishers are really doing better! This writer, during many years of contact with publishers' advertising, has wondered time and again at the mass of tame, over-displayed argument by publishers about their "gain in lineage" or how they have grown ten per cent faster than some "nearest competitor." Most of this time-worn argument is unconvincing, for every mature advertising man knows that there are divers and various ways of suddenly increasing circulation or the amount of advertising carried.

Undoubtedly many newspapers have interesting business stories to tell. They have it in their power to dig up many pertinent local facts, to give local merchandising aid of great value. It is a sure thing that keen national advertisers will lend a ready ear to all stories of how certain aids or facilities have made it possible for regional campaigns to be put through effectively.

One of the most distinctive and readable books from newspaper offices that has come to attention recently is one bearing the label of the *Globe-Democrat* of St. Louis. Exhibit 5.



Exhibit 8. A remarkable book by a great steamship company

This volume, bound neatly in a green cover (green is said, by the way, to be the most seductive color to use on the man who has money to invest!) tells very concisely how the *Globe-Democrat* in 1924 began a service of "Globe-Democrat-Advertised Merchandise Windows." It describes how each month "professional display men are engaged to install elaborate displays in the windows of fifty drug stores and fifty grocery stores." The following details are added:

"These stores are selected in turn, so that practically all the high spots in the city will be covered.

"The motif for the displays is changed each month, so that the windows will always convey a seasonal message.

"A simple plan—carefully thought out and executed. You can see for yourself how simple it is; and yet you must realize that the success of the whole

undertaking has depended upon the remarkable influence of the *Globe-Democrat* as a medium of advertising."

On each of fourteen pages of the book there appears a good halftone view of an installed window display with the name of the merchant, location of store, and class of people appealed to.

The *Globe-Democrat* gives the following details about the distribution of this distinctive book:

"It was mailed to 5,000 men, carrying the following groups:

1. Manufacturers, wholesalers and jobbers serving the drug-store field.
2. Manufacturers, wholesalers and jobbers serving the grocery-store field.
3. Advertising agencies.

"Our advertising representatives, in following up this mailing with personal calls here and in other cities, have found advertisers especially receptive to the idea brought out in the book.

"The book has, indeed, seemed essential to our plan of promulgating the window-display idea. Before it was published our representatives found some difficulty in explaining the displays clearly. They carried photographs of windows, to be sure; but we sensed the necessity of a manual which could remain in an advertiser's files to acquaint him thoroughly with the modus operandi of our plan, and to show him several representative exhibits. He is naturally interested in visualizing his own or his competitor's packages in the pictures of the windows.

"You can imagine how much easier the solicitation of our representatives has been since the book was mailed out. Solicitation has become a discussion of specific application, rather than of general explanation. The book has prepared the ground in advance.

"The book, as you will notice, is made in loose-leaf form so that, if it seems advisable, we may, in the future, publish pictures of additional window displays. Thus we can call attention again and again to our plan."

This green book of the *St. Louis Globe-Democrat* will appeal strongly to advertisers who sell through drug stores and grocery stores.

IT is not all of selling to sell—the first time. If the full truth could be determined, perhaps many concerns could profitably devote to old customers a good part of the effort that they are putting forth to make additions to the customer list.

There is nothing remarkable about the neat note of the Bonwit Teller Company, reproduced in Exhibit 6. It's just the sort of inquiry that will be appreciated by any woman.

YOUR envelope is a salutation. Every user of business literature needs to be reminded now and then of the obvious things. One of these obvious things is the good that may be accomplished by the envelope carrying the catalog, the prospectus or the bulletin. Too often this carrier, which is often the first thing the addressee sees, is left to the last and ordered only when some one remarks: "We

"Why is it that so many otherwise well-balanced, logical business men are brick-and-mortar conscious, and not paper conscious?"

Think of a company selling transportation on the high seas, let us say, that erected a business cathedral in which to transact its daily task.

The rotunda in which passengers buy their tickets lifts its arches ninety feet from the floor. The spandrels are made glorious with mural paintings depicting the triumphant conquest of the sea by men in sail-driven ships.

In the granite floor of the great entry-way is set, like the brasses in old churches, a device of the twelve zodiacal signs, girdled by an inscription from one of Virgil's vigorous descriptions of the sea.

Then—

What would you think of a company which created so splendid a presentation of its noble occupation in which to do business, if the passenger tickets—representing sometimes hundreds of dollars and entitling the purchasers to thousands of miles of voyage—were printed upon ordinary, commonplace and undistinguished paper—if it gave carte blanche to its architect, mural painter, decorator and cabinet maker—and

then pinned its stationer down to the lowest obtainable estimate?

Few as yet of even the greatest businesses which realize the prestige value of the architect who plans their places of business, and other visible expressions of it, carry the same logic into such a minor manifestation as the paper upon which its business is transacted—the stationery, forms, blanks, tickets and contracts, all of which should have the same qualities of permanence and distinction that have been realized in their offices, factories, ships and trains.

A paper possessing such qualities is Crane's Bond. Crane's Bond is a one hundred per cent new rag stock paper. It has an agreeable crispness and a substantial feel. It has all the practical qualities and all the atmosphere of a successful business writing paper. But more than all these and outweighing them all in the mind of a man who judges a thing by its source, Crane's Bond has a sponsor. The sponsor is the name "Crane," a name inseparably associated with paper-making for over one hundred years.



CRANE & COMPANY, INC., DALTON, MASSACHUSETTS

must have an envelope for this job."

The envelope offers ordinarily fine opportunity for a striking thought or an impressive illustration. It's the salutation, so to speak.

These thoughts are brought to mind by the impressive folder of "Buckeye Cover Envelopes," sent out by the Beckett Paper Company of Hamilton, Ohio. Space is available here for only a handful of the specimens enclosed in the Buckeye folder—Exhibit 7.

Printed on stock of good quality and in harmonious color combinations, these afford striking examples of the possibilities in envelope advertising.

This enterprising paper manufacturer goes a bit further than the sending out of exhibits showing the possibility in the envelope. In a separate folder of "Dummy Covers" it mails the interested reader a dozen or more dummy covers in standard sizes, covering a fine selection of papers printed with panels and rules to show color effects, but without titles. You can hand-letter in your own title and see about how your job will look when it is executed on first-class stock, which is much better than merely trying to visualize it from a dummy made up of ordinary paper.

AMONG the recent examples of institutional advertising, in the form of literature, none is more impressive than the magnificent book recently put out by the Cunard Line, entitled "Eight Decades of Progress." Exhibit 8.

"Magnificent" is a comprehensive word, but this unusual piece of commercial literature really merits the term.

The size is impressive, in the first place. The book is 18 inches long by 8 inches wide.

The history of the Cunard Line is treated briefly and interestingly from the year 1840 down to 1924. Views of the famous ships are

shown—those on which Charles Dickens, Prince Alfred and others left for foreign shores. The war service of the famous ships of the Cunard enterprise is also described.

Full-page illustrations in colors are devoted to the great ships, "Mauretania," "Aquitania," "Bengaria," "Samaria," "Franconia," and others, with backgrounds showing the harbors of New York, Boston, Liverpool and Southampton.

thousand words," yet only words were used in this argument.

Some mildly profane reader wrote to the advertiser: "Then, why in 'ell didn't you use a good picture instead of all those words?"

The Cram Studios of Muskegon, Michigan, sell small illustrations for house organ use and similar purposes. Exhibit 10 indicates how orders are solicited. It is a good example of the letter illustrated with humorous pictures.

There is really a large place in business literature for the humorous and semi-humorous picture judiciously used. Many ideas can be put across better by the use of the jovial illustration and argument than by the serious method.

IT was within the comparatively recent past that the Simplex Sampling Association began sending out its really marvelous method of indicating fabrics by a combination of the printing and embossing process. The colors and textures are so true to life that, even in the very small representation, it is difficult to believe that the reproductions are not actual samples of the real materials.

These simple but attractive circulars are now appearing in the mail of many of the larger dry goods stores.

Exhibit 11 illustrated the method as applied to the exploiting of Betty Bates bedspreads and Cannon towels, but one-color printing does not do justice to the exceptionally fine reproductions of dainty coloring and material.

HOW long should a follow-up be, on the average?" asks an interested reader.

"Averages" are dangerous things in advertising and selling practice. There is really no such thing as "the average family" or "the average dealer," nor is there any way of "averaging" the well-to-do women of the Riverside apartment or the big city suburb

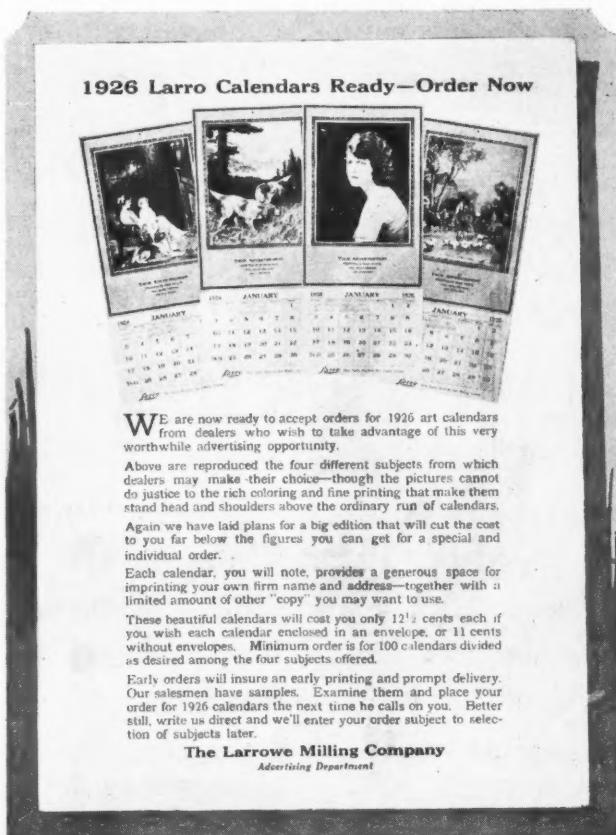
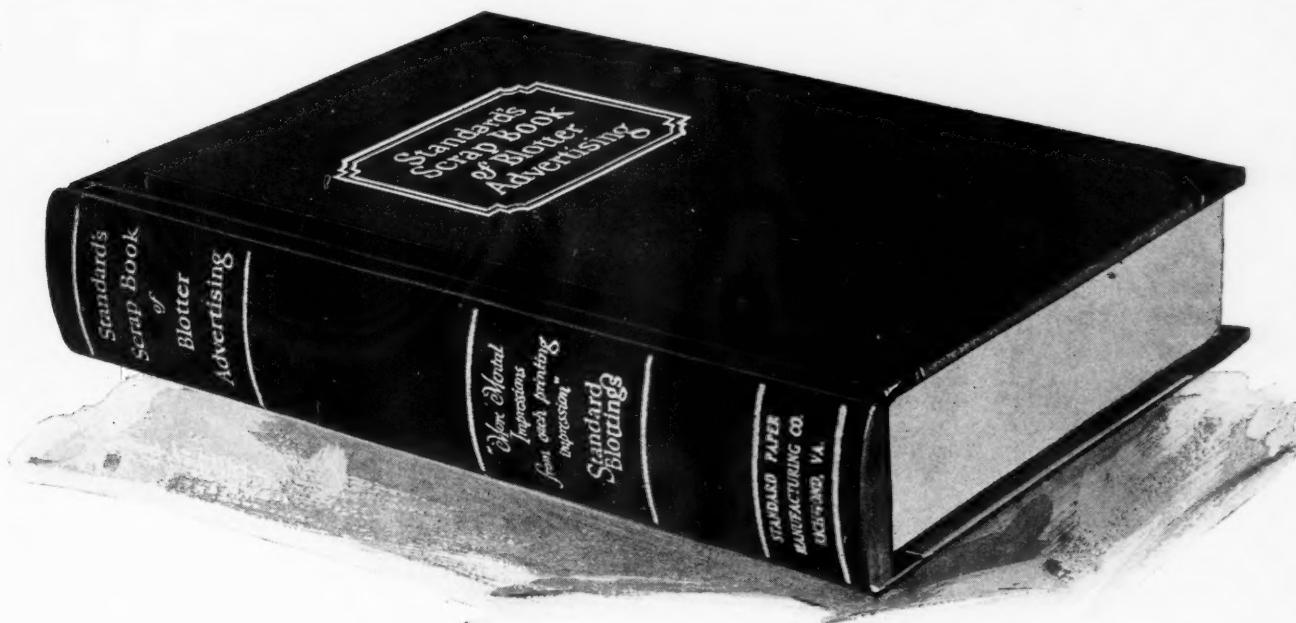


Exhibit 9. How the Larrowe Milling Company presents its cooperative calendar plan to dealers

It is hardly likely that such a costly bit of literature would pay in direct returns. It is refreshing now and then to see some great organization do something handsomely because of its real pride in its history and possessions. This the Cunard Steamship Company has most obviously done.

IT often happens in business literature that the advocate of a certain method fails to use this method in his own solicitations. Many readers of the advertising magazines were doubtless amused recently by an argument by an illustrating concern to the effect that "one good picture is worth a



The New Scrap Book of Blotter Advertising

*Examples of, Enclosure—Packed With Product—Advance Call—House Organ
Trade and Dealer Help Blotters used by well-known advertisers*

THIS SCRAP BOOK is a hoarding place for interesting blotters. A cosmopolitan group they are . . . some the trade ambassadors of concerns whose names are writ large in "Who's Who in Advertising" . . . others comparatively unknown in the industrial Debrets. But all are living useful lives . . . doing their daily dozen, advertisingly speaking.

Each follows one of the useful avocations recommended for blotters in Standard's Dictionary of Blotter Advertising.

We did not write the Scrap Book so we can praise it. It was written by the men who advertise Edison Mazda Lamps, Squibb's products, Lehigh Cement, Burroughs

Adding Machines, Comet Rice, Uneeda Biscuit and their like. For the book contains nothing but specimen blotters with a brief biography of our own writing.

Here you see blotters used by advertisers for dealer helps, salesmen's advance call, house organs, for trade, stockholder and packed with product advertising.

Some are beautiful . . . but all are useful.

They are thought-provoking. You begin to wonder: "Wouldn't that be a good thing for us to do?" You'll probably reach for the telephone and call up your favorite printer or lithographer about blotter advertising.

And if he's a fine craftsman, he'll be ready to talk the mat-

ter over right away. For nearly every good printer and lithographer keeps the Dictionary and Scrap Book handy. Some of their salesmen carry copies along with their samples.

We have almost enough Scrap Books to supply one out of every two readers of "Sales Management," so it might be canny to request a copy right now.

STANDARD PAPER MFG. CO.,
Richmond, Va.

Makers of Ink Thirsty

**Standard
Blottings**

P. S. If by any chance any good printers or lithographers haven't received their copy, we'll gear up the mailing operation for them, so they'll receive theirs as quickly as their customers do.



Feb. 9, 1928.

S. Roland Hall,
First Nat'l Bank Bldg.,
Hastings, Pa.

Gentlemen:

See the Proud Papa on the right: Why wears he so wide a smile? Why the breasts glow? Whence the balloon-sod clouds on which he walks?



Listen, O ye House Organ Editors, and we will tell you the entire tale: Here on the left you see our hero as he was less than one month ago. Worried.



He must get the copy for next month's mag. to tell the pensive printer on the morrow's morn and so far he had nothing but plans and punk holdovers. Maybe YOU have been caught in that fix?



The Birth of a Motion! - Imposing the ubiquitous movie his mind automatically notes the trend of the times - to take it in through PICTURES.



Suddenly he seems to see his cosmic Reader wading through the six-point in his house-organ until he ends the alphabet in sounding slumber; and RESOLVES:



(PLEASE GLANCE UP AT THE CALENDAR AND NOTE HOW NEAR 'TIS TO RESOLUTION TIME!)

Page 2.

To put more PUNCH in his sales-promotion during the nude Year by giving his readers MORE PICTURES and FEWER WORDS - easier on him, easier on his readers, easier on the printer, easier on ever'one!

-Particularly on the One Who Pays The Bills.



P. S. i-



Truly,
THE CRAM STUDIOS.

LDG:EM

P.P.S. Don't envy a good connection - write CRAM'S today and MAKE one!



Exhibit 10. The consistent use of pictures by one who is selling pictures. The Cram Studios of Muskegon, Michigan, use this interesting illustrated letter to solicit orders. The order card which is enclosed also bears two small cartoons.

with the women of the small and medium-sized towns and the women of the real rural regions.

It is better to take certain types and aim at these types.

Even when the line of business is the same, it is difficult to go from one business to another and apply a highly successful plan without any modification. What Tiffany and Bailey, Banks & Biddle may do successfully may not be at all the thing for the general run of jewelers.

There are follow-ups consisting of a single letter—if indeed such a response can be called a follow-up. A successful advertiser of Portland cement, when he gets an inquiry from a suburbanite or a farmer, gives the full information at once, including a practical handbook on the use of cement. He tells the inquirer that his inquiry has been referred to—(giving name of dealer), and then the original inquiry is turned over to the nearest dealer. If no dealer is near the inquirer and a prospective dealer is, the material is turned over to the prospective

dealer for the follow-up. A thorough experience in trying to follow up the inquirer to find out whether or not he had been served and in following up the dealer to learn what he did with the inquiry proved that the effort was not worth while.

This is one extreme.

The other extreme may be found in a case like the American Multigraph Company, which has practically a never-ending follow-up, unless the company receives advice that the inquirer has bought or has died. This advertiser proceeds on the assumption that even the office boy inquirer of today may be the multigraph department chap of next year.

Between the two extremes are advertisers that use one, two, three, or four follow-ups.

Several successful advertisers, whose experiences are fairly well known to this writer, use only two follow-ups.

What the proper follow-up should be is a matter of experiment for each individual advertiser. If, after a thorough test the

third or fourth appeal doesn't pay, the remedy is obvious—shorten the follow-up.

D. A. GARBER, of Boggs & Buhl, Pittsburgh, Pennsylvania, will find many to agree with him that the use of the prospective's one name is the most effective of all means of getting good attention. Call out a man's name in a big crowd and you will get his attention, though he may have been asleep.

If we can't get his real full name to put on our appeal, then what? Mr. Garber suggests, in a recent talk:

"Once, when we were compiling a list, we used merely the street numbers of the houses that were exposed the better part of the day to the sun. We addressed those houses without names, telling the recipients that we had not bothered to get their names, but had taken the trouble to observe, in passing their homes, that they were exposed the greater part of the day to the sun; that we had a splendid department for the making of good awnings. We asked if we could serve them—and we got a good response. We followed that by having our awning men on their 'rounds' take note of houses where the awnings were badly worn or were not in

Help this man to make up his mind

YOUR salesmen often report: "He takes a long time to make up his mind."

You have heard it said about men you know and about men you never saw. It is true of nearly all men—true of some men who pride themselves that they make quick decisions. Ask their wives or their partners.

If you expect to do business with men and women who take plenty of time before deciding to buy—*begin early.*

Use printed booklets, folders, and illustrated letters to explain your business to these people. If you sell a business service to business men, consider a house magazine to be mailed at intervals. If you sell over the retail counter, remember that the package insert to be slipped into every package you deliver costs nothing for postage and can be applied to any line of goods you carry.

When you mail your monthly statements to people in their homes, bear in mind that these envelopes will carry circulars describing things that you sell or do, at no extra cost for mailing.

Begin early. Use printing. Print well. If you plan your printing on the theory that most people are slow to make up their minds, you cannot lose. You will help the slow thinkers decide, and the quick thinkers can decide as well after reading *your* message as they can after reading *another's* message.

A good printer can help you a lot if he understands that you are seriously engaged on a definite plan to build your business with better printing.

As for help in planning different kinds of direct advertising work, we can place in your hands some books that will not only help in the execution of the work but will assist you to explain the principle of it to your business associates.

better
paper
∞
better
printing

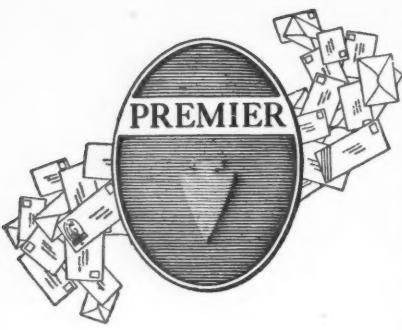
The simple way to prepare effective direct advertising is described in a series of books published by S. D. Warren Company. These books are known as the "More Business Series." You can obtain them as they are issued, without cost to you, from any distributor of Warren's Standard Printing Papers.

S. D. WARREN COMPANY, 101 MILK ST., BOSTON, MASS.

WARREN'S STANDARD PRINTING PAPERS

Tested for printing, folding, and binding qualities





More Sales from Saved Sales Time

MAKING the sales-man's time count is the big sales problem today.

Paving the way for him. Doing the missionary work. Helping him over the threshold. Preparing a welcome for him.

These are the things that Premier Direct Mail Merchandising does to make possible more sales from saved sales time.

Premier Direct Mail Merchandising organizes the sales efforts of your dealers and their salesmen by developing a definite field and giving them definite, interested prospects ready for closing efforts.

It is welding the advertising and sales programs for many of the largest concerns in today's most competitive fields.

If you use Direct Mail you should know what Premier can do for you.

Premier Direct Mail Merchandising is planned and produced, complete, under one roof by an organization of seasoned specialists

The PREMIER Co.

Direct Mail Merchandising

Premier Building
1825 East 18th Street
CLEVELAND

harmony with the house; and then we sent those houses special form letters."

This method of an aggressive store suggests that there are many features of a home—the roof to the sidewalk—visible to a good observer, that might be used in specializing sales letters.

Suppose, for example, we are selling the sanitary type of garbage pail that is buried and out of sight except when the maid presses her foot on the lever so that she may throw in the refuse. On "garbage collection" day, the Observer might make up a good list of names to which an appeal such as the following might be sent:

"Today as our 'Observer' went through your section of Blank City, he noted that you are using the older style of garbage can. Most people are, for that matter, but you are familiar with the objections, etc."

TIMELINESS tells! In the month of February and up until March 15, such headings as "What the Income Tax Man Demands to Know" got unusual attention.

VARIOUS are the uses of the small blotter. A concern that distributes a good-sized and valuable "service book" through

dealers furnishes the dealers also with a handy blotter that shows a good pictorial representation of the book. In fact, the blotter is cut in the shape of the book, though in miniature, of course. A mortise contains enough type matter to stress the practical value of the book and to suggest that a free copy can be had by applying to the dealer whose name appears at the bottom of the blotter.

A 1-CENT circular about a \$15 book: The West Publishing Company, of St. Paul, Minnesota, sends out some extremely simple but very effective folders exploiting law books.

Attention is secured without any trick or stunt—just the plain picture of a fat law book—but a method that could surely get the attention of any man who has any interest in the Pennsylvania statutes, whether lawyer, banker or public official.



Exhibit 11. A method of showing samples that is a close approach to seeing and feeling the actual fabrics. The effectiveness of the color is lost, however, in the rotogravure reproduction.



The Dartnell Loose-Leaf Sales Letter Collection

WE have taken about two hundred of the best letters and the most resultful business-producing pieces and reproduced them in actual size, or described them on individual loose-leaf sheets.

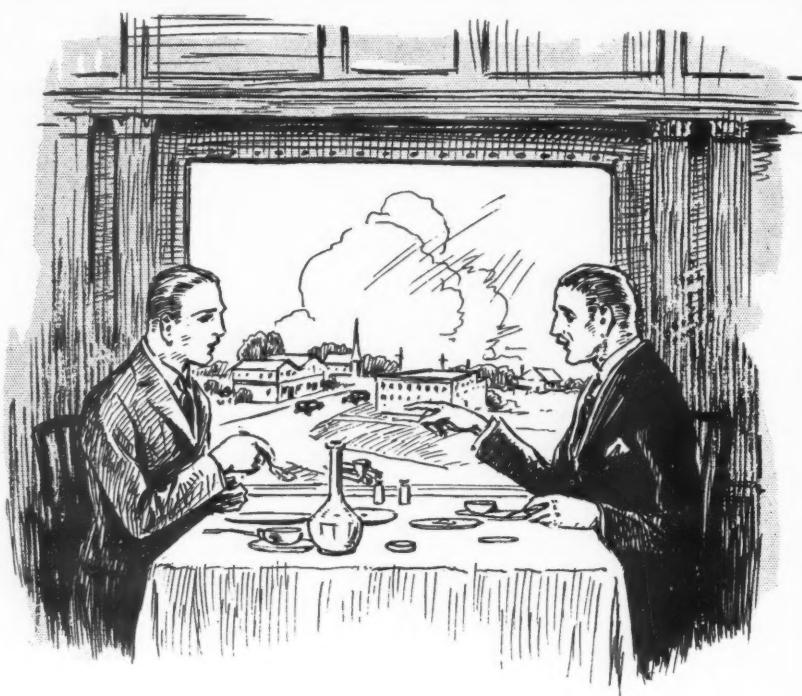
Then we have arranged these two hundred business-getting ideas in a special ring binder under leather-tabbed guides for ready use. It is a most interesting and a most valuable collection of data.

Typical Selling Plans this Data contains

The "Wonderful Penny" Letter of the Bankers Trust Company	Fifteen Different Plans for Following up Inquiries— Including the Card Plan
The Use of Part Payment Checks in a Mail Order Letter	Unusual Advance Cards Sent Out by Both Manufacturers and Jobbers
The "Two Sided" Letter of the Economy Engineering Company	A series of Advance Letters used by Aetna Insurance Company successfully
Various Plans for Making the Testimonial a Greater Factor in Letters	Eight Letters that Proved Effective in Collecting Small Accounts
Stunt Letters that have Made Good in a Big Way	The Elgin Dairy Farms "Mutt and Jeff" Collection Letter
The Klau-Van Pietersom-Dunlop Russian Ruble Plan	Christmas Letter-heads and Suggestive Letter-head Ideas
The Continental Paper Bag Company's Rotten Egg Letter	A "You to Me" Letter that Saved a Slipping Salesman
Some Unusually Original and Effective Acknowledgment Letters	

Price on approval, \$10.00, complete with binder

THE DARTNELL CORPORATION, 1801 Leland Avenue, Chicago



"How do YOU reach such places?"

asked the first business man, "Usually there's only one real dealer in them and he is solid for one or two lines. Trying to swing him over is expensive business because train schedules and bad roads make it hard for a salesman to get in and out again without killing a whole day."

"But there's *business* there! Why the country all around is full of prosperous farmers with growing families, cars and up-to-date ideas and needs."

His friend thought a moment, then replied, "Try putting pressure on the territory—direct by mail, using DONNELLEY AUTO OWNER LISTS."

"You'll get a nice volume of business if you want to take the orders yourself. If not, the campaign will educate those people to the merits of your goods and create a demand the dealer can't afford to ignore."

His advice was good and should be taken in many instances. Find out how little it would cost to secure lists covering any localities you're especially interested in.

**The
Reuben H. Donnelley
Corporation
Nevada, Ia.**

Specializing in Automobile Owner Lists and Automotive Statistics

The inside of the folder gives a concise description of the volume and proves a handy order from which the subscriber agrees to pay \$15 on delivery of the book.

From the way in which the West Company has used these strikingly simple folders over a period of years, it is evident that this 1-cent campaign must pull returns.

A GROWER of superfine peonies asks what kind of appeal would be most likely to secure good names for his catalog mailings.

On a slight acquaintance with his problems, this advice is ventured: that he prepare a practical booklet of directions on "How to Grow Peonies Successfully." Such booklets have a strong appeal to flower-fanciers. They may even be sold at a nominal price, say ten cents.

THE question comes up in the minds of many advertisers, "How far is it feasible to trust people with goods sent out on approval?"

Something depends, of course, on the class of people addressed and the details of the plan.

Herbert Shivers, of Philadelphia, Pennsylvania, built up a good business sending out cigars on approval. His advertising required the reader merely to write on his business letterhead or send his business card. Shivers would send him 100 cigars. The inquirer could smoke five of them and then return the remainder or pay for the box.

A report received direct from this advertiser years ago indicated that the loss was very small—less than one per cent. But, it should be taken into account that in getting a letter on a business letterhead or getting a business card, the advertiser eliminated most of the poor risks. If the inquirer didn't write on his business letterhead, or didn't send his business card, he was looked up in a commercial agency register. If he wasn't rated there, he got a tactfully worded note from the advertiser calling attention to the neglect to send the information required by the advertisement.

As to return of goods sent out on approval: a well known publishing house finds that the return of books sent out on approval ranges from 12 to 30 per cent, depending on the character of the book or set of books.

A novel approval plan of merchandising is that of a Buffalo concern, which sends out knit ties on approval, telling the recipient that he may keep the four ties for \$1.50. The envelope in which these cravats are received carries this display line: "Not to be forwarded; return postage guaranteed." The envelope is also stamped "Insured" and bears the reference number of the advertiser.

A return envelope is enclosed for the convenience of the recipient. This is marked "First-Class Mail," and bears a reference number that is similar to the reference number on the envelope in which the ties were originally sent out.

The advertiser, responding to an inquiry from this writer, replies that the number of people who fail either to pay for or to return the cravats is not large—not more than five per cent of those addressed. He thinks that this loss is well overcome by about 50 per cent reorders.

About 25 per cent of all of the packages of ties sent out are returned.

It is stated that about \$1,500,000 worth of neckwear has been sold by this company in one year.

Names are taken from telephone books and city directories in all parts of the United States. Mr. Beaumont has a high opinion of "average honesty." He says: "The average man is honest. He will either pay for the ties or return them promptly."

It is a nice question, however, as to how far sellers of merchandise may go in sending out offerings that were not asked for. It may be true that so long as only a few advertisers are doing this, the results will be satisfactory, but suppose there were two or three things in every day's mail, not asked for but offered on approval? Here's a field of merchandise into which few have apparently entered. If the goods are such that they sell themselves on sight to a large extent, the plan may be one

Advertising That Dealers *Will* Pay For

IF you manufacture and sell through dealers any of the following products, we can show you how to advertise it to the consumer through the dealer and the dealer will *gladly pay the entire cost.*

Automobiles	Jewelry	Roofing
Batteries	Kitchen Cabinets	Sewing Machines
Clothing	Laundry Equipment	Silverware
Electric Fans	Lighting Equipment	Sporting Goods
Factory Equipment	Motors	Stoves
Farm Equipment	Musical Instruments	Tools
Furniture	Office Equipment	Tractors
Gas Engines	Paint	Trucks
Heating Equipment	Phonographs	Vacuum Cleaners
Insurance	Radio	Watercraft

a·d·a is applied direct advertising that is paid for by the dealer. It produces sales of your product in his store and adds his good will to your reputation. He gets individual, localized direct consumer advertising of the highest effectiveness at a fraction of the cost that he could produce it for himself.

And dealers that are smart enough to be worth having are smart enough to see a.d.a. at a glance.

It sounds impossible, but it's being done. We can prove it. Let's get busy.



THE CAXTON COMPANY, *Cleveland*

Can you afford to miss these facts on more sales?



"How do they get more sales?" -let the booklet tell you

Of course you want more sales, yet there's not enough space here to tell you how splendidly Hoovens can help you greatly to increase your sales volume.

So we've prepared a thoroughly interesting, two-color booklet, 8½ x 11 inches, for your information. It is grippingly interesting to every executive because it deals with *increasing results* economically.

It tells how users **HELP** salesmen to sell more; how inaccessible towns are worked profitably; how "ads" are made to help men sell more; a "gold mine" of information.

Sent free to executives. Write for your copy now.

A prominent user says: "We've found that by using Hoovens and a few good salesmen, jointly, we can sell for almost one-tenth of what it formerly cost us." Think of that!—and write for book that tells how.

HOOVEN
Automatic
Typewriter

Manufactured by

HOOVEN AUTOMATIC TYPEWRITER CORPORATION
HAMILTON, OHIO

"Our many 'repeat orders' prove great Hooven-values!"

Write and get it-now

General Sales Office, H. A. T. Corp.
1100 Plymouth Bldg., Chicago, Ill.

Send your booklet, "MORE SALES," that tells how users increase sales, collections, etc., with genuine, personal, human letters at low cost.

Name _____

Position _____

Company _____

Address _____

solution to the high cost of selling.

This Buffalo advertiser takes occasion, while he is offering ties, also to exploit hosiery, tie-clasps, cuff links, scarf pins and belt chains. The fourth page of his letter is an order form for an assortment of this merchandise to be sent on approval.

Yes, this reader kept the set of four ties sent to him on approval, but the small boy of the house wears them.

MANY lines of business require a large general catalog, bulky and expensive as it may be. But most producers of diversified products find it advisable to have a number of concise folders dealing with just one product or an allied group of products. Often these are light enough to be attached to a letter without increase of postage. Such specialization saves printing and postage and concentrates the attention of many inquirers on the things they have particularly asked about. Sometimes the use of a series of four-page, illustrated letterheads solves the problem.

A PAGE of "Live Questions Answered" is hard to beat as a feature of the house organ of the Salesman's Bulletin.

Questions and answers go straight to the heart of a topic—no flowery introductions or useless rambling around the bush. Get different people to answer the questions—the technical expert, the president of the company, and so on. Have some one watch the mail for the questions that frequently come up. These are the same questions that your salesmen are most often called on to answer.

IN your letters referring to literature that you are sending, call your correspondent's attention to the pages that he should be sure to see. Instead of "Our catalog, sent in a separate envelope, will give you just the information you want," write "From what you write, we feel sure that Model X, described on page 45 of the catalog we are sending you, is just the machine for your work." An inquirer appreciates any special thought that you give his requirements.

OUTDOOR ADVERTISING *means* BUSINESS



Whether your appropriation is \$10,000 or \$1,000,000 there
is an OUTDOOR ADVERTISING Plan to fit it ~



OUTDOOR ADVERTISING ADVERTISING CURRENT



Diverting the buying current from other channels, establishing preference for the floral tribute, ~ ~ ~ these were the tasks assigned to **OUTDOOR's ADVERTISING** by the Allied Florists.

They realized their problem was not to answer the question, "Where shall I buy my flowers" but ~ ~ to create a desire for flowers in preference to other merchandise ~ ~ ~ Every business is competitive, not only with others of the same type, but also with many of an entirely different nature ~

The success of this campaign testifies to their wisdom both in the selection of a fundamental principle upon which to base their publicity and in their choice of an advertising medium. ~

General Outdoor Advertising Co.

BRANCHES IN 48 PRINCIPAL CITIES

CHICAGO



NEW YORK



EDITORIAL COMMENT



Manchester Beats the Tariff

Increasing imports of cotton cloths are causing concern to domestic manufacturers. Manchester goods selling at home at a price equivalent to ours, are coming into this market with tariff charges added to original costs and are still competing directly with American-made material. Yet the tariff on cotton cloths is the highest in history! Something is wrong. What is it?

In the opinion of E. T. Pickard, chief of the Textile Division of the Department of Commerce, it is "the failure of American manufacturers to keep pace with the impulses of the consumer." This is brought out in a cable from London to Commerce and Finance dated February 25: "Leopard skins" with all the tinge of the jungle, but which come from the textile district of Lancashire, are in such demand this spring for afternoon gowns and dress trimmings that the mills are unable to keep pace with the rage."

All of which only proves what most of us already know, but sometimes forget, that any business built on a price advantage is indeed built on flimsy foundations. In the same way, and for the same reason, a business whose sales appeal is on price is sure to pay sooner or later. But when a business is built on quality leadership, and when it pins its trust in keeping ahead of consumer demand, rather than tagging along behind it, neither tariff walls, price cutters nor buying syndicates can stop it.

Are You Still Waiting for the Boom?

February and March have been disappointing to a good many sales managers. They looked for a seller's market—a sort of a pre-inaugural buying spree—but it didn't come. So they blame it on business conditions and wait for the business cycle to change.

As a matter of fact the country was never as prosperous as it is right now. General business has never experienced a period of prosperity such as it is passing through now. Look at what is going on in Florida, for instance. Or, if you want figures take the reports of the Census Bureau. In 1919 the total wages paid for services of 9,000,059 workers was \$10,461,787,000—with the buying power of the dollar at low ebb. The last census figures for 1923 show fewer workers employed, the figures being 8,763,233, but the wages paid to these workers was \$10,985,805,000. And there is a much larger spread between the cost of living and the contents of the weekly pay envelope. Figures for 1924 should show up better, and 1925 still better.

We are producing more than ever before, and our money is worth more than ever before, and there is more of it than ever before. Business concerns who are not enjoying prosperity should not blame their lack of it on vague business conditions, and sit around waiting for Mr. Babson and Mr. Brookmire to tell them that the amount of ink now shown in Area D warrants their hiring a new salesman. If you are not getting the business you should be getting, it may be your fault. Business is good. It is getting better. Go after it.

To Make Money— You Must First Spend It Judiciously

In the Babson letter of March 17, emphasis is laid on the epidemic of shortsighted budget slashing. "Business," says Mr. Babson, "has struck the period of economy with a bang . . . and many companies are overdoing it." Mr. Babson's statement is pregnant because he has been preaching rigid economy. But as he says in his letter: "Economy, like every other good thing, can be carried too far. We urge clients to discriminate carefully between extravagances and expenses that are really constructive." This applies particularly to concerns who want sales. Here, more than in any other department of the business, shortsighted economy can do immeasurable harm.

Why Salesmen Fail

We understand that an Eastern college professor is now working on a book in which he will reduce to scientific principles the reasons why salesmen fail. When he has finished it, we hope he will bring out a companion volume on why salesmen succeed. Our idea of such a book would be a large, nicely bound volume with plenty of pages to make it look "comprehensive"; a title page on which the author's degrees and pedigree could be set out; an introduction by a friend of the author's, telling what a marvelous man he is; then on the first page of the book put this observation by Peter B. Kyne, a one time salesman and the author of "The Go-Getter": "No salesman ever made a success selling goods in which he did not have a sincere faith. Without a boundless enthusiasm in the excellence of his goods and a fervent belief that they are just what his customer needed and wanted and should have, no salesman was ever worth his expense account." The rest of the pages could either be left blank, or used for the professor's own ideas, as desired. In either case, the book would have the same value.

A Survey of Merchandising Trends in Radio

(Continued from page 435)

wait for the fever to die down before establishing any definite policies on a broad scale."

One other observation is due, before we consider the attitude of the distributors toward remedies. As already indicated in the letters quoted, radio manufacturers, and especially the Radio Corporation of America as the largest merchandising factor in the field, are severely criticized for having allowed the market to get into this mess. Possibly the criticism is justified; but it should be

bome in mind that in all merchandising history there probably never has been a public demand that came so suddenly, so overwhelmingly, and at the same time so unexpectedly as the popular interest in radio. The Radio Corporation can scarcely be blamed for not having had a sound merchandising policy ready-made when the broadcasting furore broke almost as suddenly and unexpectedly as the bursting of a dam.

It would be almost as reasonable to blame the Japanese Government

for lack of foresight in connection with the recent earthquake. It is hard to realize today how unexpectedly the storm broke. So recently as eight years ago, the General Electric Company and the American Telephone and Telegraph Company entered into a joint agreement with respect to patent rights, and in the whole voluminous contract there is only one short paragraph relating to broadcasting.

Those best informed on the subject regarded the broadcasting

Results of Questionnaire to Twenty-nine Representative Manufacturers of Radio Equipment, Consisting of Parts, Sets and Appliances

The main object of this questionnaire is to ascertain existing policies with regard to the number of jobbers used

TABLE NUMBER 3

	Restrict in Big Cities	Restrict in Sparse Territory	No. New York Jobbers	No. Phil. Jobbers	No. New Eng. Jobbers	No. Newark Jobbers	REMARKS
1	Yes	Yes	5	4	4	2	Total distributors 104 will reduce to 80—easier to control.
2	Yes	No answer	2	3	Too young to have experience of value but advocate restriction.
3	Yes	Yes	4	1	2	2	Promiscuous Jobbers means loose buying and poor control.
4	Yes	Yes	3	3	4	1	Jobbers when few take more interest. Serially number product. Will add a few more jobbers but not many. No trouble with resale prices.
5	Yes	Yes	5 or 6	3	3	1	Restrict to avoid price competition—new policy still an experiment.
6	To some extent	To some extent	15	7	9	5	Assume a midway policy—protect those whom they select.
7	Yes	Yes	7	4	6	3	Formerly sold to all—Price cutting resulted—Main activity comes from East.
8	Semi-closed	Semi-closed	Have one distributor in each section selling to jobbers he desires. Working now toward a restricted policy. Serious problem.
9	No	No	Classify Jobbers as A and B and apparently sell to all legitimate.
10	Yes	Yes	1	1	1	1	One distributor sells to a few. Electrical, Radio, Musical Jobbers in each territory—no price cutting as a result.
11	Yes	Yes	2	1	2	..	Believe in restricting Jobber merchandising. Better cooperation and control.
12	No	No	26	7	12	4	Now considering restricting to secure better cooperation.
13	Yes?	Yes?	12	17	11	3	Policy works well and believed to secure equal volume to open policy with better control and less price cutting. Intend to cut down.
14	No	No	12	7	12	3	Opposed to restrictions on account of reducing sales volume.
15	No	No	20	10	10	..	This applies on very low price articles. On new high price articles will restrict. Believe character of product determines policy.
16	Yes	Yes	5	4	5	1	Policy creates better cooperation and closer control of sales methods and prices.
17	Yes	Yes	2	5	7	1	Some high grade laboratory lines sold direct to consumers. Others through restricted jobbers to secure better control.
18	No	Yes	22	6	5	3	In large cities sell to any bona fide jobber. Different policy in sparse territories.
19	Yes	Yes	5	4	12	2	Use distributors who sell to Jobbers and Dealers at same price. No Jobber prices.
20	No	No	135	104	296	11	No restricted policy.
21	Yes	To some extent	6	4	6	1	No exclusive arrangements—but select jobbers.
22	Yes	Yes	6	4	3	2	Restrict and try to appoint Jobbers for every \$120,000 of business.
23	Use own salesmen	Work directly with dealers by their own salesmen.
24	Yes	Yes	3	7	6	..	Demand certain distributors from selected jobbers.
25	Yes	Yes	6	6	6	4	More cooperation and cleaner business by restricted policy.
26	Yes	Yes	2	2	3	1	Better control and more clean-cut business by restriction.
27	Have sold only to Elec'l Jobbers but now changing policy by using Elec'l, Musical and Radio Jobbers specially selected.
28	No	No	30	17	22	9	Believe best results from open policy with reputable concerns.
29	To some extent	To some extent	New in the field. Now formulating policy by results of experience.

Resume—Total Replies 29, Definitely Restrict 16, Partially Restrict 4, No Restriction 8, Use Own Salesmen 1.

(Courtesy Weston Electrical Instrument Corporation, Newark, New Jersey)

experiment as almost negligible so far as their main interests were concerned, and the future of radio appeared to lie in its adaptation to wireless telegraphy on the one hand, and long-distance telephony on the other. The man who predicted that it would ever become a merchandising proposition through the ordinary channels of trade would probably have been set down as a zealous enthusiast whose headpiece had happened to work loose.

Then came the deluge. Broadcasting stations sprang up like mushrooms. The public demand for receiving sets, or the "makings" became insistent. The craze reached formidable proportions just at the time when the business depression reached its climax, and manufacturers with certain kinds of factory equipment regarded it as a godsend. Jobbers whose regular business had fallen off saw in it a profitable sideline to tide them over. Dealers in a dozen different lines began to speculate with radio sets and parts.

Rapid Development Problems

In the meantime, improvements were coming out at a rate that made it likely that any set on the market would become obsolete, and there was a frantic rush to get distribution and move the goods before they became unsalable. In order to get the jump on competitors, manufacturers gave preferential discounts, and in many cases adopted an outright policy of consignment. The field is more or less honeycombed with consignment accounts today. One jobber reports that he has no less than 400 consignment accounts in his territory. Under such conditions I do not think that the Radio Corporation or anybody else can fairly be blamed for not having performed a miracle. If the R. C. A. had attempted anything of the sort in the early days of the stampede there is very little likelihood that it would be doing 25 per cent of the total business as it approximately is doing today.

Turning now to the tabulation of the answers to specific questions asked, it can pretty definitely be said that the jobbing trade generally is in favor of a selected method of distribution, and will be found inclined to co-operate with such a policy. In addition to a request for a discussion of the general problems of distribution, jobbers were asked to answer

the following questions from their own point of view:

1. Are you in favor of a selective method of distribution, granting exclusive territorial rights to the jobber?
2. If so, what would you consider a proper restriction for the manufacturer to make as regards the appointment of new dealers?
3. In metropolitan districts, would you favor the policy of reducing the number of retail outlets now handling radio, in order to secure the active sales co-operation of a few leading dealers?
4. In the event that a jobber secured exclusive territorial rights, should he
 - (a) be restricted with respect to handling lines that are directly competitive?
 - (b) be expected to install or maintain a special service department, with an expert sales force devoting exclusive attention to this branch of the business?

A number of the jobbers who responded did not answer all of the questions specifically, or gave their opinions with such qualifications that they cannot be tabulated. Furthermore, the answers to question 2 vary so widely that tabulation would be of no value. In general, however, the answers may be summarized as follows:

Question 1	Yes, 196	No, 21
Question 3	Yes, 180	No, 17
Question 4a	Yes, 178	No, 30
Question 4b	Yes, 178	No, 18

Splitting this up into general territorial groups, we have the figures as shown in the accompanying table 1. The same figures according to the type of house represented, are shown in table 2.

Selected Distribution Favored

From the foregoing it is obvious enough that there is a well defined sentiment in favor of selected distribution on territorial lines, and that this sentiment is not confined to any one section of the country or to any particular type of distributor. There is almost as great a preponderance of opinion in favor of reducing the number of retail outlets in metropolitan centers, and confining the distribution to those houses that are able to "service" the equipment efficiently. There is more opposition to the question of handling competing lines, and the reason frequently given for a negative answer is the general instability of the market. As the Ohio jobber previously quoted puts it:

"It would be unsafe at this time for a jobber to hold himself down to any one line. He'd better play around with several of them for a while at least. A set that is good today may be off the market tomorrow. Putting all your eggs in one basket, in the present condition of

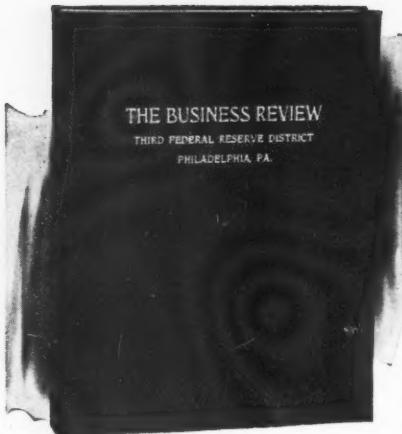
radio, would be a rather hazardous thing to do."

A number of the jobbers who reply in the affirmative as to the necessity for special service departments, qualify this with the assertion that a special sales force for the radio end of the business is not essential. They agree that the distributor should be required to maintain an efficient service department, but insist that the regular salesman in automotive hardware, or electrical lines is capable of selling radio with equal facility. Several report that they have tried the experiment of putting technically trained radio men in the field, with poor results, and have gone back to the policy of merchandising the line through the regular salesmen.

How Should Dealers Be Selected?

With regard to the restrictions that the manufacturer should place on the appointment of dealers (Question 2) the opinions are divided more or less according to the distributor's line of business. The hardware jobbers, for example, are practically unanimous in asserting that the manufacturer should have nothing to say on the subject of dealer representation at all, leaving the jobber free to exercise his own judgment based on knowledge of his territory. The majority of the automotive jobbers express the same opinion. The electrical supply houses seem more favorably inclined to accept supervision of dealer accounts on the part of the manufacturer; several agree that manufacturers should insist upon a minimum stock order from any new dealer appointed, and that the jobber should be restricted with respect to the class of dealer accepted; that he should not, for example, sell more than one music dealer, or one automotive dealer, in a town.

Two jobbers in this field suggest the adoption of a "contract plan" similar to that operated by the incandescent lamp companies, whereby the field would be left open so far as the jobber was concerned, but no jobber could sell to a dealer who did not hold a contract or license granted by the manufacturer. The musical instrument houses, on the other hand, are with few exceptions in favor of restrictions similar to those imposed by the phonograph companies, whereby dealer appointments are passed upon directly by the manufacturers. The following extracts from the



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*Loose Leaf Binders
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Here's the binder that is just right in every particular; a binder that will put your catalog, house organ, bulletin, etc., in a class by itself; that will add the finishing touch of distinction that attracts business.

It is absolutely new—it is absolutely different from any loose leaf binder you have ever seen. It operates on a principle which causes it to open flat, allowing the use of every inch of printing space. It gives

**All the Flexibility of the
Loose Leaf Device With
All the Strength, Neatness
and General Appearance
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It is used in large quantities by such well known firms as Baldwin Locomotive Works, Penn Mutual Life Insurance Co., Metropolitan Life Insurance Co., etc.

And it is remarkably low in price.

We make the "BING!" Binder in many styles and sizes and will be pleased to mail you a folder showing construction and appearance and giving you a more definite idea of just what an improvement the "BING!" will make in your sales or house literature. We will also, if you will send us a copy of your publication or dimension details, be glad to quote you prices on a "BING!" designed, built and lettered to most profitably meet your particular needs.

The Bing! Binder Company
139-41 Juniper Street
Philadelphia, Pa.

*For the representative of high calibre
we have a most interesting and ex-
clusive proposition. Write today.*

letters received are presented for their intrinsic interest, and as showing the general consensus of opinion among jobbers in different parts of the country. An exclusive radio house in New York City writes:

"We favor the selective method of distribution, granting exclusive territorial rights to the jobber. Unfortunately, however, the average radio jobber has during the boom times in this new industry, failed to be a strong selling factor, due to the ease with which he disposed to accept to sell only those products that sell themselves, and has not been obliged to put much selling effort behind new products. Consequently, many manufacturers have lost out where exclusive territory has been granted to but one jobber. The majority need active competition from fellow jobbers in order to keep them interested in any given product.

"This is a situation that is changing for the better from year to year, and even today it is possible in certain localities to grant exclusive territorial rights to jobbers with the assurance that their efforts will be greater because of this.

"In metropolitan districts we do favor reducing the number of retail outlets. This to my mind is the sole answer to the present price-cutting situation."

Some Jobbers' Opinions

From a musical instrument distributor, also in New York:

"We are very much in favor of the selected method of distribution. Two distributors—three at most—is an ample number to take care of a territory like the metropolitan district, but they must all be of the highest type. In that way the jobber could be held responsible for any overt act on the part of his dealers. If you will look back to the experience of phonograph days, you will find that strict distribution policies were maintained and that these policies in a large measure helped to hasten the growth of the industry, and afford those in it a sensible profit.

"We would not favor reducing the number of retail outlets in order to secure the active co-operation of a few leading retailers. If a product is meritorious, and is distributed only to dependable retailers, the leading retailer with the power to advertise will eventually take the product and push it. General distribution in reputable shops and real advertising will produce better results than very limited distribution where the tendency is for the retailer to sit back and agree to take the product if the manufacturer will advertise over his name."

Another exclusive radio house in Greater New York territory agrees:

"We are not in favor of reducing the number of retail outlets in the sense of limiting those outlets to a few chosen ones. The only way to secure wide distribution and proper distribution in the metropolitan section is to sell to the better class of dealers all over Greater New York. By selling to between four and five hundred of these dealers you get a wider, steadier and more consistent distribution than if you limit your sales to about fifty of the leading stores. In addition, under this plan, it is still possible to include the larger stores as outlets, as they will carry any article for which there is a popular demand.

"We have found from our experience that far better results are obtained by carrying only one line of a type, and keeping these lines in different price ranges."

Those are jobbers operating almost exclusively in metropolitan territory. By way of contrast, here is a wholesale hardware house in Florida, serving the small-town trade exclusively:

"In answer to your first question, will advise that the policy we are pursuing is: First, Radios will be sold only to legitimate dealers carrying a representative stock, who are in a position to give the customer service. Our regular line of customers who buy general hardware and other items from us cannot buy radios from us unless they qualify as radio dealers. It is also our policy to establish only a limited number of dealers in the territory; if a town is small we have only one dealer. We are going to make it worth while for the dealer carrying our line, so when he goes out and works up a prospect his competitor across the street cannot cash in on his work."

From one of the largest wholesale hardware houses in the Middle West:

"We approve of the selective method on the part of the manufacturer, but not the exclusive agency method. By this we mean that one jobber in a distributing center is sufficient, but without any definitely restricted territory. Our reason for this statement is that there are very few cities in the country large enough to warrant more than one distributor of a given line, but the constant difficulties that the jobbers are getting into due to hard and fast territorial lines makes the restricted territory idea very distasteful to us. So far as the appointment of a jobber by the manufacturer is concerned, we would say that the proper restriction should be that the jobber should issue a catalog of his own, and should travel not less than six salesmen.

"In a departmentized business like our own it is absolutely necessary for us to separate radio from the rest of our line, with a man in charge who can devote practically his whole time to it. With a force of over 100 salesmen, all of them interested in increasing their sales in general, it is only natural for them to study the line and so familiarize themselves that to the necessary extent they become selling experts in the line."

Favors Exclusive Territory Rights

An exclusive radio distributor in Colorado writes:

"We are in favor of exclusive territorial rights for the jobber, but we know this is a matter which can be considerably abused by jobbers who ask for territorial rights and do not go after the business in the proper manner.

"As for reducing the number of retail outlets, we found that by reducing our own outlets from 600 to 700 down to 100 to 125 we are securing at least four times the volume of business under present arrangements.

"If a dealer or jobber is unable to service a set after making the sale, he should not handle radio. But we do not believe that best results are obtained on the sales end by putting technical men in the field. About a year ago we eliminated all technical men with the exception of two, and put the merchandiser on the road with a general idea of radio, which has proved far more successful."

From a large automotive distributor in Cleveland:

"Contrary to the arguments advanced in some of the radio magazines that the 'gyp' is not a menace, we find more and more

that this type of dealer is getting the largest share of the consumer's business. We know of two cases in our territory of cut-rate stores that have installed a wholesale department, apparently for the sole purpose of buying at jobbing prices and turning over the merchandise to their stores. There are other cut-rate stores that buy direct from the manufacturers openly. These retailers can then sell to the consumer at a profit for 25% or 30% off list, and are taking this trade from the other dealers who buy from the jobber at 30% and 35% off list.

"If this present trend continues, it will bring about the entire elimination of the legitimate jobber who does no retail business, and of the small retailer who in the past has purchased from the jobber. If the manufacturers are working to this end, it is their business; but they should remember that these cut-rate retailers are with few exceptions men of the speculator type, who are noted for their vacillation from one line to another, and who will doubtless pass out of the radio field when the boom period passes with its opportunities for quick profits."

More Votes for Territorial Rights

Another Cleveland wholesaler—a phonograph house—says:

"In my humble opinion the radio industry is doomed so far as the wholesaler and retailer are concerned unless the manufacturer eliminates about 90 per cent of the unscrupulous wholesalers now handling radio apparatus. We have built up a substantial wholesale radio business with our customers but it is going to be necessary for us to confine our efforts to the line on which we are granted territorial rights.

"The average wholesaler of radio is usually engaged in distributing other lines of general merchandise with the result that they are ruining the industry for the dealer's standpoint by selling anyone willing to buy a set at dealer's prices.

"Frankly, if we were to sell all the dealers who make application to us, we could probably sell immediately ten times the volume we are selling under our present method—but we would ruin the market in our territory."

From an automotive jobber in Illinois:

"The manufacturer should give the jobber protection in his territory, and in return should insist that the jobber play fair with regard to handling competing lines, that he do no consignment business, and did not pile up express wagons with returned goods just because he sees fit to accept back from so-called dealers sets sent out on trial, and others returned for trivial reasons.

"This matter of returned goods is one of the most important. As far as our own experience is concerned, while we have not followed the practice to any great extent, we do not believe we have ever sent out a set on approval but it was returned."

A large distributor of electrical goods in Denver:

"We are heartily in favor of exclusive territorial distribution of radio equipment. Our own investigation shows that a certain well-known line that is jobbed through four or five channels in this territory permits many dealers of low credit rating to pyramid their credit with all five distributors, each of whom is assuming a very poor risk. In other words, it is only a question of time until the dealer in this situation fails for a very substantial loss.

CAN YOU: - ?

WITH ONE RECORDING

of each Sales or Order entry

INSTANTLY SECURE

Complete, Positive Executive Direction of Your Business

with such records as

Cost and Profit of Each Product

by Lines of Business
Customers
Locations
Salesmen
Jobbers
Seasons

Stock Control

for Production Schedules
Unfilled Orders
Speeding Deliveries
Inventory

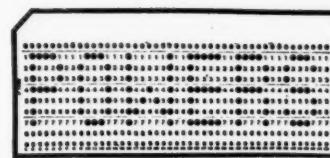
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Extension Magazine

contains a 2-page article, "Between Friends", picturing works of charity or missionary effort requiring donations of money. No other appeal is made to our subscribers in any way.

Nevertheless as the result of this 2-page article each month our subscribers mailed us in

1922	\$485,654.35
1923	\$721,787.26
1924	\$757,750.47

Do you know of any other magazine to which the subscribers contributed more than half a million dollars last year?

ELLWOOD TANSEY

Advertising Manager

General Offices, 180 N. Wabash Ave.
Chicago, Illinois

We do not believe that the manufacturer can afford to take any arbitrary viewpoint as to competitive lines. If he makes his line interesting enough to the jobber, giving him the proper support through national advertising and other sales assistance, we feel that the jobber would quickly recognize the line that was valuable to him. This angle would, in our opinion solve itself, provided the manufacturer assumed the proper sales initiative instead of doing, as so many at present are doing, 'forget salesmanship and endeavor to distribute their merchandise from the Royal Chair mounted high on the dais of tyranny.'

From an electrical supply house in San Francisco:

"While our problems in this territory are not so bad as they are in the East, due probably to the fact that many manufacturers either have not been able to make the proper connections, or are not large enough to come this far, we still have considerable trouble out here.

"We are in favor of granting territorial rights to one jobber, or not more than two, assuming that these jobbers are on such terms that they can together write up a proper merchandising policy. It is often an advantage both to manufacturer and jobber to have two jobbers putting their efforts behind a line."

The Opposing Side

On the other hand, the attitude of those comparatively few jobbers who are opposed to the adoption of the selective distribution may be summed up by quoting the following letter, received from a distributor in Indianapolis:

"I have been merchandising various lines for 40 years. There are too many cigar stores, too many shoe stores; too many furniture stores; too many radio stores. Exclusive territorial rights not worth a darn. The manufacturer will connive with the live distributor regardless of his contract with the dead one. If he lives up religiously to territorial rights, his customers will keep him in hot water all the time. Let 'em alone, and devil take the hindmost. I have seen all this tried out before by manufacturers in many lines. No good!"

There seems little doubt, in short, that the radio jobbing trade is as a whole favorably disposed toward the policy of selective distribution. There seems little doubt either, that some types of radio dealers and probably of radio jobbers are due to pass out of the picture. As was pointed out by the Cleveland jobber already quoted, the purely speculative element is due to pass out first, and it will probably be followed by other types of dealers who are now handling radio, but are not equipped to render efficient service as merchandisers in this particular line. On the other hand, certain types of dealers and distributors will eventually survive, will stay in the business, and will grow stronger at the expense of the less efficient.

The biggest problem of all, from the manufacturer's standpoint, lies in

choosing his outlets wisely, so as to have his distribution as largely as possible among the survivors. Twenty-four of the jobbers reached in this investigation tell us that they are closing out their radio business, or have already done so. No manufacturer can wisely afford to spend time and money building up distribution among concerns that are not going to remain in the business.

It is probably too soon to give a definite answer to the question, "Who is ultimately to be the logical distributor of radio?" But a study of the reports from jobbers, supported by a score or more of interviews with manufacturers and other intimately associated with the industry, indicates that the music trades are rapidly gaining strength as a factor in the market, at least so far as the sale of complete sets is concerned.

Shall Music Trade Be Preferred?

The present writer is no clairvoyant, and has no inclination to pose as a prophet, but he is pretty well convinced as a result of this investigation that manufacturers would do well to give preference to music trade distribution, other things being equal. That is to say that where the phonograph dealer or the piano dealer has the financial ability to carry a representative stock, and is equipped to give efficient service to the radio user, the chances are that he will prove a better outlet in the long run than the hardware dealer, the automotive shop, the electrical store or the average exclusive radio shop. He is the more likely to survive in the struggle for business for two general reasons: first, because he has a better understanding of the job of selling to the home, and second, because he is the better equipped with an appreciation of musical values, and the ability to demonstrate them.

Radio, I am assured by those who ought to be in a position to know (if anybody knows), is rapidly becoming more and more of a musical proposition, and less and less a question of circuits and hook-ups. The problem of detection and modulation has been pretty thoroughly canvassed, and the methods of translating the radio impulses into sound waves have been fairly definitely settled. There may possibly be new and revolutionary discoveries in this particular direction, but they are not considered at all probable. Future developments are to be looked for

42 ANGLES on the Northwest

A North Dakota farming county votes a \$350,000 court house. Fargo bank deposits double in one year. Hall Hardware Company will remodel more stores in the Northwest this year than their total for the preceding five years.

Tractor inquiries for spring much greater than in 1924. Automobile dealers report much business in sight. Minnesota and Dakota banks say farm loans largely paid. Farmers of the Northwest have staged a magnificent come-back.

These and a hundred other facts make our new book valuable to everyone who studies markets. It contains the verbatim, unedited answers of forty-two prominent Northwestern business men, who were asked the question: "What do you think of 1925 prospects in the Northwest?"

No matter what else you do today, write for a free copy of this book.

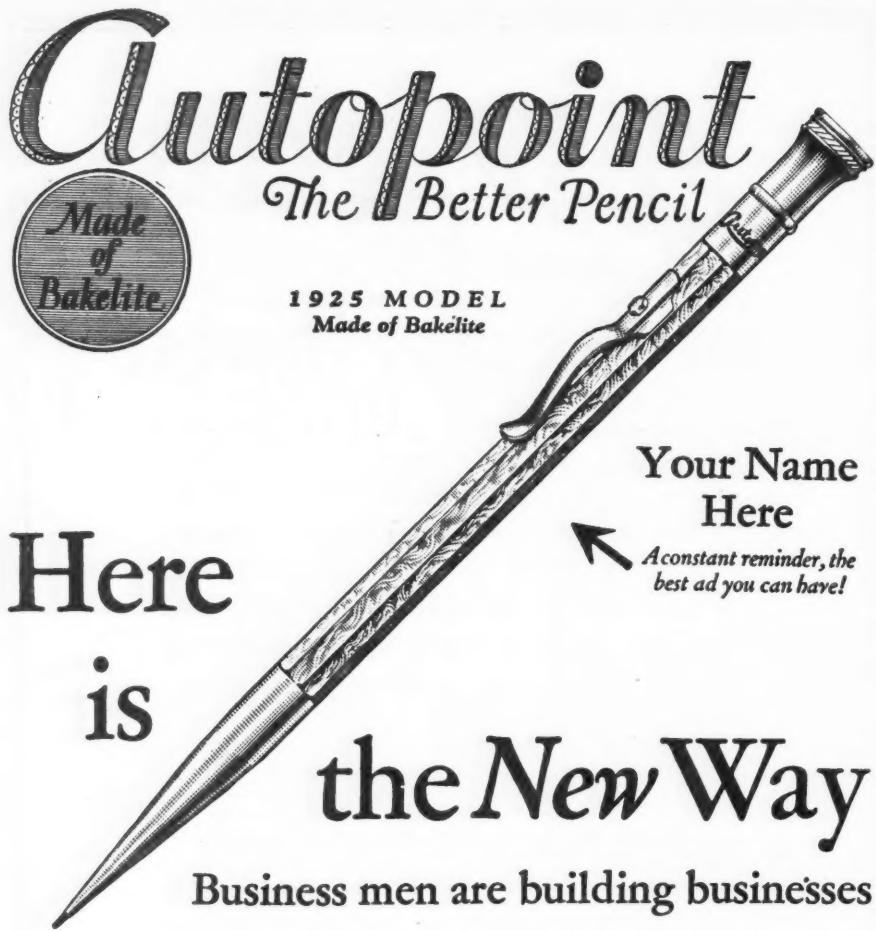


The Northwest's Only Weekly Farm Paper

Standard Farm Papers, Inc.,
1109 Transportation Bldg.,
Chicago, Ill.



Wallace C. Richardson, Inc.,
250 Park Avenue,
New York



TOO high a value cannot be placed on good-will advertising—the constant reminder of *your* company, day after day, with the people you do business with—whose business you seek.

Today manufacturers, wholesalers, retailers—business men everywhere—have turned to a new way to do this important job. They have tried other methods which were only fairly successful—then they have tried this new way and seen amazing results.

This new way is the Autopoint Pencil—1925 model—stamped with your company's name. It is a perfect gift. Everyone who tries it remarks in-

stantly on its features: its smoother writing, its better balance, its lightness.

Autopoint's mechanism is the simplest made. It cannot jam, break or go wrong. Hence thousands who use it for advertising purposes call it "the finest pencil in the world."

* * *

Autopoint's 3 Outstanding Exclusive Features

- 1 The famous "neutral zone"—an exclusive patent. When the lead is exhausted, the feeding mechanism goes into neutral—it cannot "jam." This is what breaks ordinary mechanical pencils.
- 2 Bakelite barrel—an unchanging, onyx-like light-weight material—cannot dent, split or tarnish. Most beautiful substance used for pencils.
- 3 Simplest, smoothest working mechanism. Nothing complicated to go wrong—only two moving parts.

Today find out more about Autopoint. Mail us the coupon for prices, descriptions of various qualities, our attractive competitive prices. You owe it to yourself at least to learn of its new sales-possibilities. There is no obligation. We won't send a salesman if you prefer.

But mail that coupon now—TODAY.

S. M. 3-21-25

AUTOPOINT COMPANY, 4619 Ravenswood Avenue, Chicago

Without obligation, please rush sample of Autopoint Pencil, 1925 model, and prices, your business-building gift proposition, and full information. I attach business card or letterhead.

Name..... Position.....

Company.....

Address.....

on the "audio" end, rather than on the "radio" end—in perfecting the musical quality of the reproduction.

In short, it is becoming increasingly evident that the successful radio merchandiser of the future (so far as dealers are concerned) will be the man who is able to sell programs of entertainment, rather than mechanical or electrical apparatus.

The phonograph or the player-piano dealer is in a favorable position, because he is already well educated in that form of selling. Other types of dealers can learn it of course, and many undoubtedly will, but the music trade dealer starts with this advantage. What the music dealer chiefly lacks today, speaking generally, is the ability to give effective service on sets. This, however, is rapidly being taken care of. It is, as a matter of fact, a good deal easier for the music dealer to install a service department and learn the technical ropes, than it is for the other types of dealers to learn a new selling technique.

Selected Distribution Needed

As for the jobbing end of the business, it seems probable that those jobbers who have efficient radio departments (not merely radio sidelines) and have built up an established dealer clientele, will stay in the business largely irrespective of their general type. A number of the electrical and general merchandise jobbers report that they are now making a strong bid for business among phonograph and piano houses, and there will probably always be a demand for radio parts and accessories that can best be supplied through the electrical and general supply trades.

When all is said and done, of course, the manufacturer who approaches the radio market is confronting a condition and not a theory. Selected distribution is probably the ultimate remedy for the major evils in the situation, but at the present time it is difficult to apply it on any hard and fast lines with assurance of success. This much, however, can be said, that the evidence is strongly in favor of it, and manufacturers would be wise, in the writer's opinion, to place greater emphasis upon radio as a means for enjoyment or entertainment, and less upon the relative merits of the different types of construction.

Letters That Bloom in the Spring!

(Continued from page 440)

One morning, after a long dissertation on the merits of a certain type of fuelizer, "exclusively Stannard," my enthusiastic friend suddenly slapped me vigorously on the knee.

"Selling like hot cakes out in Los Angeles, too! Read what Joe Brown writes me. You remember Brown—used to live over on Ashwood Terrace—I used to sell flivvers with him ten years ago. He's with Stannard out on the coast now. A hard-boiled automobile man if ever there was one. Just read what he says about the new—"

I was already half way through the letter.

"Yesterday, too, was a wallop! Close to a thousand people came in to see the new models and more than fifty of them signed contracts before they left the place. I put over eight myself, which isn't bad at all—at all.

Nobody said a word against the car, not a single unfavorable comment on the design, construction or appearance.

The boss was tickled pink. We've certainly stepped out ahead of the boys down the street with this new model. And boy! Eight different body styles and the price RIGHT at last!

It's a beauty, too—long, low, graceful in design; powerful, mobile, economical in operation. That's not mine, you guessed it; it's what the ads say, but it's true, every word of it. And say—how's this for equipment?

Bumpers front and rear, automatic windshield cleaner, gasoline gauge on instrument board, transmission lock, snubbers on front springs, rear-view mirror, Moto-meter and wing-cap, heater, one-piece windshield, four-wheel brakes, balloon tires, disc wheels, unit instrument panel, driving controls on steering wheel, and plush mohair upholstery.

Well, here's hoping the folks out your way know a good thing when they see it. Or maybe I'd better not say that, or the East and West will be battling for deliveries soon."

"Good letter," I remarked to Morehead, handing it back to him. "Why not use it on your prospects?"

"There's an idea!" he exclaimed. "I'll stick a little paragraph in front, like—

"It was exceedingly gratifying to me to receive the following authoritative comment from a man whose opinion, gained during ten years of—"

Are There Orders In Your Morning's Mail?

In a good many offices in Chicago the sales executive smiled as he saw the orders on his desk this morning from territories where he had no salesmen and from prospects his salesmen had not been able to sell.

How did he get these orders? Well, in the first place, he had found by investigation that even his most thorough salesmen didn't visit all the dealers and also that he had territories where his prospects were so scattered that salesmen were too expensive.

Then careful tests proved that well-prepared sales literature would bring in the orders, not only between the intervals of salesmen's visits, but also from scattered prospects reachable in no other way.

Why shouldn't he be pleased, as each morning he sees his sales volume climbing to new records! If you would enjoy seeing a pile of orders on your desk each morning, let us suggest that you talk over your problems with us.

Buckley, Dement & Co.

DIRECT MAIL ADVERTISING
PLANNED—PRINTED—MAILED

1308 Jackson Blvd., Chicago 247 Park Ave., New York

Complete Departments in *Merchandising, Surveys, Copy, Art and Plates, Printing, Mailing Lists, Form Letter Reproduction, Addressing, Mailing*



DOES YOUR
PRINTING GET YOU
ANYWHERE

We Produce the Kind that GETS
ORDERS



RATHBUN-GRAANT-HELLER CO.
725 S. WELLS ST.
CHICAGO

TELEPHONES · HARRISON 6848-6849-6850-6851

GAINS

During the Month of January
The Times was the ONLY News-
paper in Detroit to Gain in Local
Advertising.

Times Gained 84,917 Lines

While the Other Two Newspapers Showed
Losses.

News	Free Press
34,748 Lines	38,663 Lines
LOSS	LOSS

The Reason Is---Results

Detroit Times

The Newspaper of the BUYING Population

How 834 Concerns Get Their Best Salesmen

Is classified better than display advertising in getting good salesmen? What methods other than advertising are most effective? How can a waiting list of salesmen be built? Can mistakes in selection be avoided? These and thirty questions like them were put to 1,500 subscribers of the Dartnell Sales Service. More than 800 prominent concerns answered fully. A desk drawer of material was gathered, then the whole mass of data was boiled down into a concise report of fifty typewritten pages. One feature is a chart showing by lines of business, the methods of newspaper advertising found most effective in getting good men. Other features—

Twenty Plans to Get Good Salesmen without Advertising
Collection of Fifty Most Successful Classified Ads
Suggested Letters and Forms for Handling Applicants
Salesmen Turn-Over in Various Lines of Business
Selection Methods Used to Cut Down Turn-Over, etc.

Of the many special investigations made by Dartnell (circular on request) this new one on Securing Salesmen—Report No. 194—is already one of the most in demand.

PRICE, COMPLETE WITH CHARTS AND FORMS, \$4.00

(Sent on Approval if desired)

THE DARTNELL CORPORATION

1801 Leland Ave., Chicago

19 W. 44th Street, New York

"Hardly that," I interrupted gently. "Just say, why don't you? I've just had a letter from Joe Brown who used to sell flivvers with me long before the what-price-glory days. Brown is now selling Stannards out on the Coast. I'm selling them here. This note from him will tell you why we are both selling them fast."

"I see," said Morehead, "and then quote Brown's letter, a little dressed up, of course?"

"No, no! Use it 'as is.' That's the kick in it, the fact that it's not dressed up and shining with pomade. Leave out some of the personal allusions I skipped in the beginning, but don't change the rest of it."

"I see—and how shall I wind up?" asked my neighbor as we pulled into the Hoboken yards.

"If you are going to put one in the mail for me," I suggested, reaching for my briefcase, "you might say something about having a new Stannard out in front of my door some nice sunny morning for a quick run into the city that would be a lot more comfortable than the 8:03."

He took the hint. I now read my morning paper in peace. And I own a Stannard.

Sales Executives Will Meet in Boston

The Sales Executives' Division of the American Management Association will hold a conference on April 7 and 8 in Boston on Field Sales Organization. Among the speakers will be Edward S. Jordan, president, Jordan Motor Car Company; F. S. Beveridge, vice-president and sales director, Fuller Brush Company; G. V. S. Carroll, general sales manager, Dennison Manufacturing Company; Martin Wolf, sales manager, Bussmann Manufacturing Company; R. B. Flershem, vice president and general sales manager, American Radiator Company; Philip Will, vice president and sales manager, Sterling Range and Furnace Corporation; Fowler Manning, director of sales, The Hoover Company; Winslow Russell, vice president, Phoenix Mutual Life Insurance Company; R. C. Montgomery, vice president, Knox Hat Company; G. S. Earsman, manager of sales personnel, Goodyear Tire and Rubber Company, and H. R. Mallinson, H. R. Mallinson Company.

What a Sales Manager Did for 12,000 Farmers

(Continued from page 446)

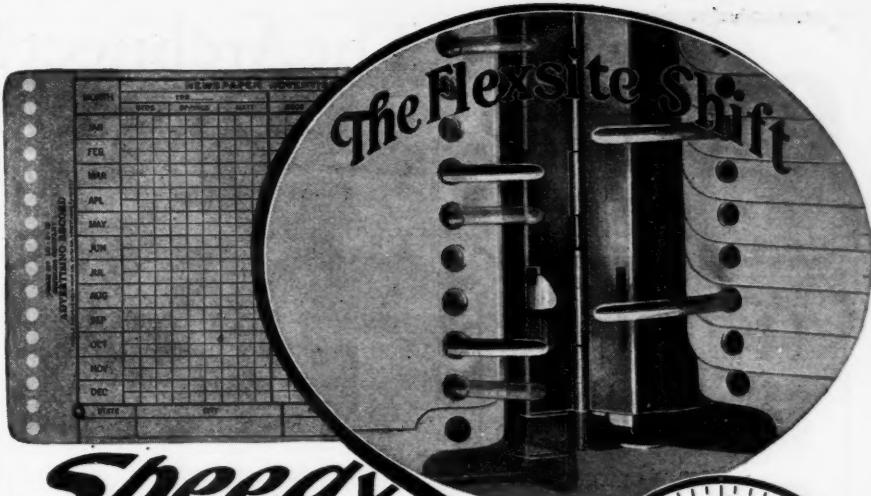
the country and became interested in the produce business, that is, the marketing end of it. He worked for a number of big produce firms; he really learned the seller's end of the game.

"He went back home, which section was at that time growing the regular field crops, paying little attention to truck crops. He got a dozen or so farmers to agree to plant an acre or two in cucumbers and to sign a contract with him to let him handle the crop. They also agreed to follow his directions to the letter, not only in the matter of marketing, but as to the kinds of soil used, how to prepare and fertilize, how to cultivate the crop, harvest, etc.

"In other words, they signed a contract that would permit this young man absolutely to tell them what to do, insofar as their cucumber crop was concerned, both in the growing and marketing. They hauled it to a packing shed in a nearby town where he had expert graders and packers to put the cucumbers in the proper shape to put on the fancy market. For his services, he received a liberal commission of the net proceeds."

There are, of course, many similar examples of successful ventures in cooperative marketing. Everybody knows what has been done in California. But there are hundreds of communities where marketing of farm products is still carried on as it was fifty years ago. In these communities a real opportunity awaits any man with sales and management ability who can take over the work of marketing the farm products of that community.

The next Good Will Tour of the St. Louis Sales Managers' Bureau has been announced for May 18-23. It will be an all-Missouri trip, the itinerary of which will include approximately fifty towns. The general route will be as follows: St. Louis to Jefferson City, thence to Nevada, Kansas City, Chillicothe, Moberly, Mexico City, and St. Charles. The cost of the trip will be \$150.



To keep your records alive and up-to-date; to clear out the old, inactive and useless parts; to make your business records as clear as your mind; and keep before you new, live information that demands and gets profitable action:

You need Flex-Site speed

Reference—in three seconds.

Posting—ready for entry in three seconds. Indexing—any typewriter will print legible indexing on the wide visible margin—as quick as addressing.

New Sheets—inserted anywhere in six seconds. The Flex-Site Shift opens the space automatically.

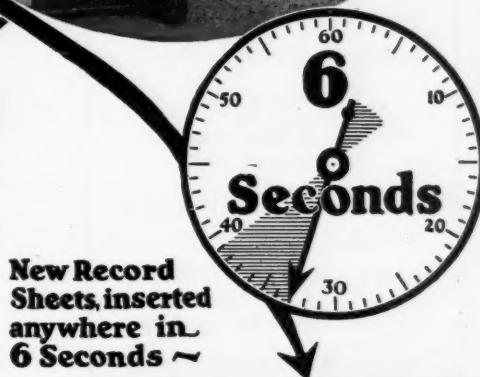
New Divisions—can be added anywhere

New Units—without confusion and loss of time.

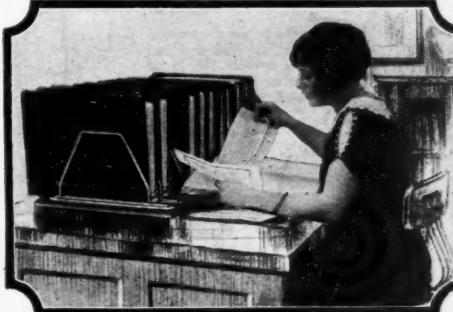
When you put this Flex-Site speed into your records, your clerical cost goes down—way down—far enough to pay for the equipment, and in a very short time. Flex-Site saves its cost and earns its keep.

Service. To get the full benefit from this new record-keeping equipment, send one of your important record forms to our Methods Department and tell them about the purpose of the record. You will receive without obligation, some real facts that will interest you. Ask for circular No. 313.

VISIBLE RECORDS EQUIPMENT CO.
226 W. Adams St., CHICAGO, ILL.



New Record Sheets, inserted anywhere in 6 Seconds ~



Visible Records Equipment Co.
226 West Adams St., Chicago, Ill.

Gentlemen: Please send us Flex-Site circular No. 313 and information regarding the records, attached or described below.

Kind of record _____

Number _____

Purpose _____

Name _____

Firm _____

Address _____

For Your Library

DURING the last two years there have been nearly 1,000 articles dealing with increasing sales published in "Sales Management." Any one of these articles may give you just the idea you need for building your future sales plan.

One of the best investments you can make is to put these bound issues in your library—it will pay you dividends for years to come. "Sales Management" bound volumes 1, 2, 3, and 4 are now selling at a premium. Only a few of these later volumes are available:

Vol. V—Oct., 1922, to Sept., 1923—12 issues—1,212 pages.....\$6.00
Vol. VI—Oct., 1923, to June, 1924—9 big issues—1,230 pages.....\$6.00
Vol. VII—June, 1924, to Dec., 1924—6 big issues—758 pages.....\$5.00

Special Offering of Set of Three Above Volumes,
\$15.00 by prepaid express

The Dartnell Corporation 1801 Leland Ave. Chicago

Hotel Claridge

Dearborn St., North of Division
CHICAGO

HOTEL Claridge marks a new order of things among Chicago hotels. The Claridge is new and uniquely equipped. In the hotel are such features as:

Swimming Pool
Gymnasium
Handball Courts
Indoor Golf Net

Notably moderate prices.

Hotel Claridge has 300 fine, bright, cheery rooms, nearly all with both tub and shower. Rates are from \$2.50 to \$5 for one person—correspondingly moderate for two, with special weekly rates that are unequalled.

Under the personal management of H. E. Rice and Son who also operate the Hotel Pershing in Chicago's famous Woodlawn district.



Where the Sale Begins

First impression is important—see that the card you present is an indication of your business character.

Wiggins Book Form Cards can be beautifully engraved or printed, and are always clean and convenient. Bound at one end, they detach easily with a smooth, straight edge. They have the snap and "feel" of quality. We engrave them or supply blanks to your printers for type-printed cards. Convenient cases in several forms. Write for sample tab and information.

The John B. Wiggins Company
Established 1857
1102 S. Wabash Ave. CHICAGO 705 Peoples Gas Bldg.

WIGGINS
Peerless Book Form **CARDS**

The Architect Makes or Breaks Sales in the Building Field

(Continued from page 464)

care to ship the motor under these circumstances," he said, "because if by any chance something should happen, the blame would be laid upon us and not upon other equipment that might be faulty."

Both the consulting engineer and the architect knew they would be in a jam if there were a delay, so they told him to go ahead and ship, and approved the specifications. In telling of this experience, the sales executive said, "That is one problem a manufacturer breaking in with a new product has to contend with, but it is a simple one to overcome. Keep after the architects and consulting engineers and it doesn't take long to break the ice."

Disinterested Testimony

Still another manufacturer finds that whenever he goes after a contract and runs into a snag, it is advisable to call in some one who is disinterested and fight it out with the architect or the owner on the basis of experience and the service that his product has given to others.

A sales executive for the National Tube Company, manufacturers of steel pipe, had been trying to land the contract for a large office building. The architect had specified wrought iron pipe, and the owner himself seemed pretty well sold on the idea. For years he had heard of wrought iron pipe, knew that it was used in construction work, and seemed entirely content to let it go at that.

"I arranged for the architect and the owner to meet with me," said this sales executive. "When I appeared at the meeting I was accompanied by a plumbing and heating contractor who was recognized as one of the best in the city. I simply introduced him to the two men and said, 'I have told you my side of the story and why I think you ought to use steel pipe—here is a man who knows what kind of service it will give you through the experience he has had, and can tell you what to look for.'

The two listened to this contractor, checked up on his stories and changed their specifications to include steel pipe, and mentioned "National" by name. It served as a starter for this territory, and sales have been built up rapidly because of the initial installation.

There is another factor to consider in going after the building market with material that might be termed as general contract stuff. The local dealer looms large as a valuable outlet because the moment an individual decides to build, he begins figuring with the dealer on the material he will need. The sales manager for the United States Gypsum Company says, "Our salesmen in going after the outlets concentrate on the material dealers because they really become salesmen for us. In the sales talk, we give the dealers a quota which they must dispose of and, while we do not emphasize the quota, the fact that the dealer is sold on the idea works to our advantage in promoting the sale of our products."

Market Constantly Widening

There seems to be no end to the refinements that are being introduced to the building market. A few years ago if anyone were to suggest built-in clothes hangers he would have been regarded as crazy. One manufacturer recognized the trend of the times toward space saving, and designed a hanger. He advertised it through architectural papers, and put a special force of men in the field telling the architects about it. To strengthen his case he began advertising to the women of the country, and found that the returns were well worth the time and money spent. "First you have to educate the public to demand your product, and then get the architect to specify it," is the way he explains his selling tactics.

Recognizing the importance of speed in building operations, the J. D. Wallace Company of Chicago developed a small portable machine tool for use by contractors

in construction work. These portable saws, planers, and other small wood-working machinery are to be found on most jobs. "We have a funny problem to contend with," said Mr. Ramsey, in telling how they went after the contractors' business. "Our men see the contractor right on the job, and talk to him about the advisability of speeding up his work.

"Take the case of P. J. Henson, a contractor in a small Missouri town. Our men visited him while he was putting up a string of small homes. The plans were standard with the exception of fronts. The lumber could be cut in quantities and delivered to each building site. It did not take long to convince him that factory production methods could be used on this job and as a result, the interview that night resulted in an order for two portable saws."

For the past three or four years, the annual volume of building has exceeded \$5,000,000,000. Indications are that 1925 will be equally as good, and some executives believe that it will be one of the best years in the history of the country.

Shipping Board Appoints Two Agencies

Coincident with the announcement of radical reductions in the personnel of the advertising department of the United States Shipping Board, both at Washington and New York, comes the announcement of the appointment of Barton, Durstine & Osborn and Dorrance, Sullivan & Company as agents for the board's advertising.

Dorrance, Sullivan & Company will handle freight traffic advertising for all United States Government Freight Service, including the Pan American Line to South American ports, the American Oriental Mail Line to the Orient via Seattle; the California Orient Line from San Francisco; and the New York to Southampton, New York to Bremen, and New York to Cherbourg lines.

Barton, Durstine & Osborn will handle the passenger traffic advertising, covering the North Atlantic services with sailings to Plymouth, Southampton, Cherbourg and Bremen.



Sample Boxes Made of Super-Finish Art Leather

Your samples well-presented are half sold

Sales and advertising executives who wish to attain better presentation of their sample lines, will find a valuable suggestion in the Hart, Schaffner & Marx sample swatch box shown above. Not only has this box solved the method of presentation, but it has also stimulated sales.

The box itself is covered with two-tone Super-Finish Art Leather, richly grained. The top cover of the box is particularly pleasing and artistic with the cover design brought out in five colors.

We can manufacture any style box in any size, and in any color, with your name, trade mark or slogan embossed in high relief.

Super-Finish Art Leather looks and feels like leather, but wears better and costs less.

We also specialize in Super-Finish Art Leather Catalog and Book Covers, Salesmen's Portfolios, Loose-Leaf Covers and Advertising Novelties. Write for samples and quotations.

THE UNITED STATES BINDER COMPANY
225-231 West Ohio Street, Chicago, Illinois

Are Your Salesmen Getting the Dartnell News Bulletins?

Whether or not to get out a house organ is a problem that is confronting many sales managers just at this time of year.

The Dartnell "Selling News" is serving several thousand concerns in lieu of a house organ. It provides a way of prodding salesmen every week, and doing it tactfully, impersonally and effectively. It is strictly a news bulletin of accomplishments by salesmen, keeping you informed what other salesmen are doing and provides space for your own supplementary message at the same time.

It brings fresh material each week to the desk of the overworked sales manager in such form that it is ready for immediate distribution, with or without comment. Get prices on quantities, for your entire sales force.

THE DARTNELL CORPORATION

1801 Leland Ave., Chicago

19 West 44th St., New York

Steel Die Embossed
Letterheads
Cost only 3/4 cent each

Your Letterhead is a silent salesman. It is always representing you and creating an impression—favorable or unfavorable. Letters on Steel Die Embossed letterheads get first attention. They create a favorable attitude toward your letter message, therefore they pay for themselves in extra sales they produce.

Send for Artist's Sketch
of Your Letterhead

Send us check for \$2.00 with copy of your present letterhead and we will have our artists make an artistic pencil sketch of a revised letterhead that you will be proud of. Ordering sketch does not obligate you to order letterheads. However, we will be pleased to quote on your requirements.

Paul Moeller Corporation
Arcade Bldg. St. Louis, Mo.

PROVE IT!
SHOW HIM THE LETTERS

SALES arguments of sincere salesmen are often taken with "a grain of salt."

HARD-SHELL PROSPECTS DEMAND PROOF
You could provide it by making use of the testimonial letters and orders which you receive from satisfied customers.

PUT POWER BEHIND YOUR TESTIMONIALS

IF actual copies of the letters were placed in your salesmen's hands you would provide them with a valuable tool to use in their sales work.

Write for Samples and Prices
AJAX PHOTO PRINT CO.
35 W. Adams St. Chicago, Ill.



House Organs

We are the producers of some of the oldest and most successful house organs in the country. Write for copy of THE WILLIAM FEATHER MAGAZINE.

The William Feather Company
611 Caxton Building :: Cleveland, Ohio

Where You Get
the Answer
to Your
Sales Problems

JOSEPH EWING
MARKETING COUNSEL
36 West 44th Street
NEW YORK
PHONE - VANDERBILT - 0508

"WORLD'S HANDIEST ADDER"
(Pocket Size)
A MARVEL OF SPEED AND ACCURACY
ADD
SUBTRACT
MULTIPLY
DIVIDE
It Will \$2.50
Does the same work as more costly machines. GUARANTEED. Send your \$2.50 and receive your Machine by return mail.
MARVEL ADDING MACHINE CO.
123 W. Madison St., Chicago, Ill.

Congress Provides Means for Enforcing Arbitration

(Continued from page 453)

longer refuse to perform his contract when it becomes disadvantageous to him, as has not infrequently happened in the past. In other words, the new law places a business arbitration agreement upon the same footing as other contracts which is, of course, where it belongs.

Procedure in the federal courts, which this new law provides for the enforcement of compacts for the adjustment of business disputes, is very simple. The formula was drawn up by the American Bar Association and follows the lines of what are known as ordinary motion procedure. It is promised that this will keep to a minimum the technicalities, delays and expenses which often deter business men from resorting to the courts for redress even when they feel that they have just cause.

Court Action if Needed

In protection of the rights of all business treaty makers, there is provided a method for the summary trial of any claim (on the part of a defendant) that no arbitration agreement ever was made. There is also provided a hearing, if the defeated party contends that the award was secured by fraud or other corruption, or undue influence, or that some evident mistake not affecting the merits, exists in the award.

There is no purpose in this new law to drag into the courts the parties to every pledge to settle business differences by making mutual concessions. If the parties to an arbitration agreement are willing to proceed under it, they need not resort to the courts at all. That is to say, they can go ahead and work out their own salvation on the give-and-take principle just as though the Arbitration Act were not in existence. But if one party is recalcitrant, he can no longer ignore his agreement or escape his obligations. His fellow-signer of the treaty has only to appeal to the nearest United States court and he can bring the

slacker to book. At that, the rights of the reluctant arbitrator are fully protected.

An unusual feature of the business arbitration system that comes into being, thanks to the new law, is that for all the machinery that is set up for the prompt determination of a claim for arbitration, the actual processes of arbitration are not upset. The idea is that Uncle Sam's power will be used to force backsliders to toe the arbitration marks that they have voluntarily made, but that having admonished them to keep faith, the federal judicial authority shall, in each instance, step aside, and let the arbitration proceed in whatever manner was stipulated in the compact between the disputing business interests. When arbitration has been carried out, as originally planned in the private agreement, Uncle Sam steps forward again and allows the reward to be entered as a judgment against the loser.

Affects Agency Relations

Lest the new draft law for arbitration subscribers work hardship, it is required that, in order to secure jurisdiction for arbitration, service of process must be made personally. Thus there is no danger that a defendant, having an honest defense—say, proof that he had withdrawn, after full notice, from an arbitration agreement—can be called upon to defend his case at a distance and under a handicap. The best legal minds at Washington have declared that there is no question but what the new law is applicable to arbitration agreements covering the operations of advertising agencies and other institutions that render service in the same measure that it applies to traders who barter commodities. This assurance rests on the fact that federal control over interstate commerce reaches not only the actual physical interstate shipment of goods but also contracts relating to interstate commerce.

TIPS



A bundle of very fresh and brass-tacksy information called "What the Newspaper Offers the National Advertiser," has been holding our attention to the extent that a casual reading has turned into a real study of the material it contains. It's one of the best practical surveys we've seen this year. It takes the question of newspaper circulation in hand as you would so many dominoes, and arranges them in one pattern after another, to show up facts on quantity circulation, morning and evening and Sunday papers, rotogravure circulation, per cent of coverage in every state in the Union, costs of newspaper space, and almost anything else you'd like to know about this particular subject. It also includes a brief and pointed summary of the special advantages accruing to newspaper advertisers, and tells a prospective advertiser a little about approaching a market with the help of newspaper promotion. We don't know how many of these surveys are available, but we'd say try to get one. They're put out by The Blackman Company, 120 West 42nd Street, New York City.

If your direct advertising cost sheets for the past year are showing some lopsided totals—perhaps bearing the melancholy news that the appropriation has been exceeded by \$5,000 or so—you'll be in a suitable frame of mind to listen to an argument in favor of budgeting this division of your advertising expense. A booklet called "The Direct Advertising Budget," put out by Evans-Winter-Hebb, Inc., puts a crimp in the old superstition still harbored in some quarters that "our business is different and the direct mail we employ will not adapt itself to a budget." The booklet deals with the "how" of mapping out a budget, and the "why" of the economy which results from such a system of expense control. Write C. M. Jickling, in care of the company at 818 West Hancock Street, Detroit, for a copy.

"An Evolution, and Its Significance to Those Who Sell the Chicago Market," is the title of a new promotion booklet issued by The Chicago Evening American. It's quite frankly designed to sell advertising space, but it's rather interesting otherwise as a study of the evening newspaper. Mr. A. L. Carmical will be glad to send you a copy.

In the unusually abundant current crop of market analyses is a new booklet called "Acres of Profits," in which *The Farm Journal* has employed twenty pages and five colors to good advantage in extolling the sales possibilities of the farm market. The idea is that you mustn't forget that Farmer Jenkins, who lives outside of

Salina, Ohio, is a good market for your brand of soap or tobacco or hardware—if you can get him to ask for it in the stores in Salina, where you already have distribution. The figures and colored charts show where the farm markets are concentrated, and dozens of colorgraphs indicate wealth, farm ownership, number of retail outlets, and other pertinent data. Send to *The Farm Journal*, Washington Square, Philadelphia, for a copy.

Another market story-book, the first we've seen for some time from the South East, is "South Carolina Markets," which was compiled by newspaper representatives for the Piedmont Newspapers. It presents a picture of the three markets, Piedmont, Columbia, and Charleston, into which the state logically divides itself, to support a general contention that the Piedmont market offers the greatest opportunities to sales executives who are seeking new areas for spring cultivation. Write the Atlanta office of Bryant, Griffith & Brunson if you want to add the booklet to your market data files.

Just one copy of a beautiful oil colored calendar depicting a scene from "Ben Hur," produced by the Paintcraft process, is your lawful share of a limited supply which will be sent out to sales executives who send a request to Earl Glenn Deane, sales manager of the W. F. Williamson Advertising Service, Paintcraft Division, Maple Avenue and Wabash Tracts, St. Louis.

"The cruel facts and no nonsense" seems to be the motif of present styles in advertising agency literature. Another came along to us the other day called "Advice for Advertisers (Unsweetened)," and it issues from the Kling-Gibson offices in Chicago. It's not bad advice, either—might keep you from chasing rainbows and blowing soap bubbles when it comes to advertising and sales plans. If you hurry along a hint that you want a copy, perhaps you'll get in on the limited number still available. Address 310 South Michigan Boulevard, Chicago.

What do you wish to know about London and its buying millions? Nineteen of the newspapers published in Greater London—that is, the residential sections of London—have organized a publicity committee. This committee has published a sixteen-page book of facts called "Intensive Sales Promotion in the World's Greatest Market." If you would like a copy, drop a note to S. V. Morris, director of advertising, "Greater London's Greater Press," 4 Johnson's Court, London, E.C.4.

Eagle Chain of Lakes

Northern Wisconsin

For sale—Completely equipped summer home on Otter Lake, one of the famous Eagle Chain, three miles by boat or auto from the town of Eagle River. Five large rooms, two big screened porches, boat house and boat, two-car garage, concrete cooler and \$2,500 speed launch in perfect condition. Wonderful boating, fine sandy bathing beach, good muskie and bass fishing. House new 1921; launch new 1923. Two-thirds acre of birch and pine woods. J. C. Aspley, 1801 Leland Ave., Chicago.

Western Sales Representatives for Manufacturer

Two Successful Salesmen now in New York seek connection with a reputable manufacturer, who desires result producing representatives in the Rocky Mountain Region.

Have offices and facilities for carrying stock in Denver. Financially responsible.

What Have You?

Address: H. & W., W. B. Hirsch Company, Biltmore Hotel, New York City

Just one copy of a beautiful oil colored calendar depicting a scene from "Ben Hur," produced by the Paintcraft process, is your lawful share of a limited supply which will be sent out to sales executives who send a request to Earl Glenn Deane, sales manager of the W. F. Williamson Advertising Service, Paintcraft Division, Maple Avenue and Wabash Tracts, St. Louis.

Sales Managers!
Liven up your sales contests and bulletins with original cartoons. If you have an idea we'll work it out; if you haven't, we'll supply one. We specialize in convention cartoons. Send for proof sheets

We Draw Cartoons to Order

Business Cartoon Service
Lew Merrell 35 S. Dearborn St. Chicago

Just one copy of a beautiful oil colored calendar depicting a scene from "Ben Hur," produced by the Paintcraft process, is your lawful share of a limited supply which will be sent out to sales executives who send a request to Earl Glenn Deane, sales manager of the W. F. Williamson Advertising Service, Paintcraft Division, Maple Avenue and Wabash Tracts, St. Louis.

Mailing Lists
Will help you increase sales
Send for FREE catalog giving counts
and prices on thousands of classified
and general mailing lists for individuals,
National, State and Local, Individuals,
Professionals, Business Concerns.
99% Guaranteed 5¢ each

ROSS-Gould Co. 376 N. 10th St. St. Louis

Just one copy of a beautiful oil colored calendar depicting a scene from "Ben Hur," produced by the Paintcraft process, is your lawful share of a limited supply which will be sent out to sales executives who send a request to Earl Glenn Deane, sales manager of the W. F. Williamson Advertising Service, Paintcraft Division, Maple Avenue and Wabash Tracts, St. Louis.

**TOYCO Promotion
BALLOONS**
There's a definite way to make
Toycraft Promotion Balloons in-
crease sales. Ask us to tell you how.
Business Idea Dep't.

The TOYCRAFT RUBBER CO.
ASHLAND, OHIO

Just one copy of a beautiful oil colored calendar depicting a scene from "Ben Hur," produced by the Paintcraft process, is your lawful share of a limited supply which will be sent out to sales executives who send a request to Earl Glenn Deane, sales manager of the W. F. Williamson Advertising Service, Paintcraft Division, Maple Avenue and Wabash Tracts, St. Louis.

Executives—Note! On or about April 1st, a Sales Manager who has a successful record in the automotive industry will be available. He can satisfy you as to character, personality and ability. He must have a proposition capable of netting at least \$10,000. He will prove to be a valuable asset to some substantial organization. Address, Box 388, Sales Management, 1801 Leland Ave., Chicago, Ill.

Pride Versus Prizes

(Continued from page 444)

reached five applications a day for a month. Undoubtedly the holding of this "One-a-Day" ideal before all the men, week after week and month after month, has served to crystallize that thought into a much larger number of bonds written than would have been possible under the old plan.

To stimulate production during three months that were usually a dull season of the year, a military organization was announced. Mr. Cochrane first determined the lowest possible production that could be considered a fair amount for the three months' period. As soon as he wrote this volume of business a man qualified as a corporal in the Army of Forgery Bond salesmen and a corporal's commission in regular form was mailed to him. A slightly larger amount made a man a sergeant; a little bit more brought him a second lieutenant's commission. He was then in line for first lieutenant and captain's commissions by additional production, and so forth.

The Ideas Behind Our Contests

The amount required to obtain a corporalship was purposely placed so low that some of the men were made corporals during the very first week of the contest and bulletins apprised the field of the fact.

"For the sake of variety we may some day put on other contests where we may offer \$100 in gold, or some other valuable consideration," said Mr. Cochrane, "but for the most part we prefer the contest which does these three things:

1. "Focus the man's mind upon a definite task, to be done, such as 'One-a-Day', One Hundred Points, requirement for corporal's commission, etc.

2. "Strongly suggest to him that such attainment is quite possible, as by an individual salesman's example, by the publication of names of those who have already attained Hundred Point Club, corporalships, etc.

3. "By higher grades in the honors, make it possible for the leaders to lead and to get additional recognition for doing so."

Personal Service and Supplies

Classified rates: 50¢ a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

HOUSE ORGAN EDITOR—A MAN WHO has had selling experience; who is in sympathy with salesmen; who knows that salesmen don't want to be preached at but who knows that salesmen appreciate helpful and interesting news about what other salesmen are doing, will find a real opportunity in the position we have open. Must be able to turn out a readable and helpful house organ for salesmen every week. Should not be more than thirty years old, and should have at least two years experience in actual sales work. Box 389, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

DISTRICT MANAGERS—THE AVERAGE sales manager will not be interested in the connections here offered, nor will the advertiser be interested in him. But if you are one of those rare men who have an actual capacity for making salesmen; if you have considerably more physical and mental energy than most possess; if you have a demonstrable record in large scale direct distribution, a \$10,000 per year opportunity exists for you here. Write fully, in confidence, to H. F. Baker, general sales manager, 208 W. Monroe St., Chicago.

SALESMEN, SALESWOMEN, DISTRICT MANAGERS—Sell exclusive lingerie. We offer: 1. Superior line of values. 2. Cooperation unlimited. 3. Commissions that swell the bank account. That's why. Write or wire Wyant Way of New York, Inc., Suite 733, Lincoln Bank Building, Minneapolis, Minn.

SALESMEN WANTED

WE WANT A MAN—THE MAN WE NEED knows how to sell the retail furniture trade year in and year out. He is not a comet. He will want to travel in Illinois outside the Chicago district. He will want to represent an old established quality line to help build for a manufacturer bigger business that endures. Of course he will work his territory earnestly and regularly, because our compensation plan will give him financial stimulus. We want a man who can make new dealer friends and keep them. Perhaps you know the man. His letter to Box 387, SALES MANAGEMENT, 1801 Leland Ave., Chicago, will receive courteous attention.

POSITIONS WANTED

YOUNG BUSINESS GENTLEMAN, WIDE Pacific Coast acquaintance, is looking for a connection with reliable eastern manufacturer, wishing to introduce output on Pacific Coast. I am a producer and will only consider a proposition of merit. Bank references. Wm. P. Shirk, 520 L. C. Smith Bldg., Seattle, Wash.

SALES MANAGER AVAILABLE—One of the country's successful grocery specialty sales managers now in charge of important sales division, seeks new connection where there is a real future. Very unusual background of experience in United States and Canada, with two of the country's largest advertisers in their line. Present earnings, \$9,000 on salary and bonus basis. Salary secondary to opportunity. Box 385, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED during 26 years for clients by my direct-mail plans, copy, campaigns. A \$25,000 annual volume increased ten-fold in twelve months. Another, from an initial expenditure of \$720 developed in four years sales by mail of half million yearly. Ten years sales promotion manager Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

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Jason Rogers

writes about the new Circulation and Advertising Plan
of The Christian Science Monitor, which includes

Regional Advertising at Regional Rates

(Excerpts from an Article in Jason Rogers' Advertisers' Weekly)



"Long years of service in the newspaper and advertising business lead me to take serious interest in the great experiment in specialized national journalism that has been carried through to success by THE CHRISTIAN SCIENCE MONITOR and is now about to be pushed forward another step in its development.

"Its growth to 103,159 paid circulation . . . completely justifies its new undertaking, the publication of three separate editions for different great sections of the country—Atlantic, Central and Pacific.

"That the Monitor has been able to build up a volume of advertising amounting to 4,163,159 lines for the year 1924, showing a growth from 3,488,362 in 1923 and 2,029,246 lines in 1922, abundantly demonstrates that its readers make advertising in its columns profitable to the advertiser.

"I am not a Christian Scientist, but read THE CHRISTIAN SCIENCE MONITOR because I know that it presents news of interest to decent people not presented as carefully anywhere else. . . . I study its advertising because it is interesting to me to watch the expressed increased appreciation of what it can be made to do.

"No ordinary newspaper has ever been able to develop the intensive reader interest, confidence, and responsiveness that the Monitor has. . . . Its rate is absolutely fair for the service it gives. The responsiveness of its readers is many times as great as from the ordinary general mediums.

"I am not writing these words to please anyone, but just because I am genuinely interested in watching the successful development of an idea which, in my opinion, possesses elements indicating a complete revolution of advertising for the future.

"The Monitor's new program for sectional editions will make for greater efficiency in production, give the reader more matter of interest to him and enable the Monitor to sell advertising to cover any separate section, any two sections, or its full international coverage, at proportionate rates.

"In my judgment advertising space in THE CHRISTIAN SCIENCE MONITOR is worth much more per line per thousand than is charged for it. It represents the acme of efficiency and responsiveness."

The Christian Science Monitor

An International Daily Newspaper

Published in Boston and Read Throughout the World

Under a Year And Over a Million!

*Eleven months ago there was no such publication as *Liberty*. NOW its circulation exceeds 1,100,000! A whirlwind trip across the million mark, based on a selling principle of interest to the sales personnel of every national advertiser!*

LIBERTY sells more than a million units of a commodity on exactly the same principle employed by other successful manufacturers; namely:

The fundamental principle of manufacturing a commodity so good that—on merit alone—it gains repeat cash sales and builds volume.

Liberty has built, in less than a year, a cash sale volume of 1,100,000 without resorting to such "circulation crutches" as price cutting, clubbing offers, or premiums to subscribers. This, plus the fact that 99% of its circulation is newsstand and boy sales,

*is evidence that *Liberty* is a foremost advertising medium.*

Manufacturers who are using *Liberty* report profitable response from *Liberty* readers. The salesmen of manufacturers who advertise in *Liberty* have discovered that the story of a campaign in *Liberty* gives them a fresh, resultful approach to the trade!

Liberty advertisers have realized rich returns on their investments in its growth. Present rates, based on 900,000, have just been established, yet they already contain a generous margin of excess net paid!

5c *Liberty*
A Weekly for Everybody

At all newsstands!

